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FY92 BUDGET



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MEMORANDUM

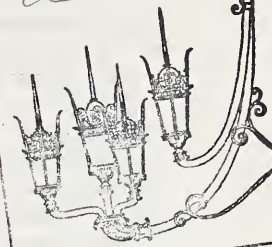
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TO: BOSTON REDEVELOPMENT AUTHORITY AND
STEPHEN COYLE, DIRECTOR

FROM: JOSEPH NOONAN, ASSISTANT DIRECTOR FOR
ADMINISTRATION AND FINANCE

SUBJECT: BUDGET APPROVAL FOR FISCAL YEAR 1992

**EXECUTIVE
SUMMARY:**

Herewith is submitted the FY92 Budget which includes the FY92 Operating Budget, the Work Program and the Capital Budget. This plan and budget are designed to allocate adequate resources for the attainment of the key policy objectives.

The Work Program presents in detail the programs which the BRA will work on during FY92 and the responsibilities of each of the operating departments. The programs include expanding the tax base through economic growth, master planning and zoning, affordable housing production, downtown development and revitalizing Boston's waterfront.

The capital budget tracks the reduction of projects from 83 in 1989 to 22 this year. Of the 22, seven are nearly complete. The coming year will see the continued completion of projects. The current program of \$25 million in construction will produce 450 jobs.

THE OPERATING BUDGET

The BRA's FY92 operating budget allocates resources to achieve the agency's vital policy goals in the coming year. Since 1989, the BRA has begun a variety of cost control programs and scheduled staff reductions. The result has enabled the BRA to respond to the changing fiscal realities of the 1990s. This year's budget continues that trend toward reductions in staff and expenditures. It provides the resources necessary to carry out the initiatives established by the Mayor, the BRA Board and the community with a twenty percent reduction from FY91 expenditure levels.

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Reductions in the workforce will continue in FY92 and FY93. In FY91, the BRA reduced its workforce through attrition and incentive programs to 219, a 12% reduction from FY90 levels. In FY92, the BRA will reduce staff to 197, a 10% reduction from FY91. This will be a total reduction of 37% from FY88 levels. The BRA will consolidate additional space for further savings in FY92.

The FY1992 Budget is the fifth consecutive year for which no City appropriation will be required. The budget, at \$15.475 million, is \$3.4 million less, or an 18% reduction, from the 1991 budget. Personnel expense, administrative expense and occupancy costs are each reduced, with a \$2.1 million reduction in personnel expenses, a \$152,000 reduction in administrative expense, and a \$385,000 reduction in occupancy costs. Contractual services are reduced 35% to reflect improved staff capacities, outside legal services are reduced 40%, following a 31% reduction in FY91, and outside technical services are reduced 23%.

While cost cutting and fiscal restraint will be exercised, the FY92 budget provides resources necessary to achieve the key policy initiatives described in the program overview. Direct support for City agencies will continue, at a level of \$225,000.

WORK PROGRAM: KEY INITIATIVES

Massachusetts has been in a deep recession since 1989. Boston is sharing in the general economic downturn, and a strategy for recovery and growth of the Boston economy is the centerpiece of the FY92 work program of the BRA. Expanding the City's tax base is necessary as federal cutbacks and reductions in state aid threaten vital services. As a result, the policy goals of the BRA have been revised in a way which focuses upon the industries in which there will be continued growth during the next five years.

Since 1984, construction development has added well over \$85 million to Boston's annual property tax revenue, more than double the total taxes billed to all single-family homes in the city, and double the taxes paid by all industrial property in the city.

Economic development and expansion of the city's tax base is continuing. Nearly a billion dollars' worth of investment is going into major Boston private and public development projects expected to begin construction by the end of 1992. These projects will create over 5,000 construction jobs and an equal number of permanent ones. This does not count the large pipeline of public infrastructure investment which will increase the City economy's capacity to grow.

1. PROMOTING ECONOMIC DEVELOPMENT PROJECTS IN DOWNTOWN, THE WATERFRONT/CHARLESTOWN NAVY YARD, AND THE GREATER DUDLEY AREA

The major economic development projects which the BRA promotes, both publicly and privately developed and financed, are the engines which drive economic growth in the City. Among the most important projects are the following:

- o In Downtown, the first part of the Prudential Center's multi-phased office, housing and retail development is going forward already. The South Station Technopolis, which will combine medical research space with office development and a parking garage, will moving forward with the construction of a new MBTA bus terminal. The Custom House and the adjacent Board of Trade Building will be rehabilitated into a single first-class hotel property with 340 total rooms, and the BRA will help the owners of Lafayette Place to stabilize, redesign and redevelop the mall and hotel complex.
- o On the Waterfront and in the Navy Yard, the BRA will work towards implementation of the newly-approved Master Plan for the Charlestown Navy Yard, with its relocated New England Aquarium at Drydock 5, biomedical research center, 400 room hotel, and 300 housing units. The building of a new Federal Courthouse on Fan Pier in South Boston, combined with a transit line connecting this area to South Station, will open up the South Boston piers for major new development. First will be the World Trade Center's expansion, including a new hotel.
- o Key sites such as Ruggles Center, Dudley and Boston State will be the focus of the BRA's efforts to revitalize the potential of the Southwest Corridor neighborhoods. In FY92, the Ruggles Center mixed-used project will break ground and move forward, with the Registry of Motor Vehicles committed to be the major tenant. Phase I of the project consists of an office building of approximately 200,000 square feet, a public plaza, and the construction of a parking garage with 860 spaces. Planning to develop a supermarket along the Southwest Corridor also is underway, as is the design of the New Dudley Street Phase II project connecting the Southwest Corridor to Dudley Square.

2. ENCOURAGING EXPANSION OF BOSTON'S BIOMEDICAL RESEARCH INDUSTRY AND PLANNING FOR APPROPRIATE INSTITUTIONAL EXPANSION

Boston is the nation's leading center for health research. The City's medical research institutions received over \$450 million in federal National Institutes of Health grants last year. New projects like Olmsted Plaza, the Charlestown Navy Yard

Research Center, and the South Station Technopolis will help this new economy flourish. These key developments will give private firms the opportunity to work side-by-side with some of the world's best scientists and doctors at the institutions.

Boston's medical and educational institutions themselves will pursue a large pipeline of development construction projects. In just the next 5 years a number of major projects are expected to go forward, representing an investment of nearly \$2 billion. This includes a range of uses such as hospital clinical facilities, research laboratories, university dormitories, classrooms and sports facilities. In addition to this will be spin-off private construction for biotechnology and other companies. The BRA is encouraging Genzyme, one of the state's leading biotechnology companies, to locate its main manufacturing facility and executive center at Allston Landing.

In FY92, several major institutional development projects approved by the BRA will be proceeding to construction. They include Olmsted Plaza, the conversion of the former Sears, Roebuck and Company warehouse to offices, R & D labs, and retail space in the Fenway; the \$72 million first phase of the South End Technology Square (SETSA) project with 180,000 square feet of medical research space; the Massachusetts General Hospital In-Patient Tower II project; the Clinical Support Facility of the Brigham and Women's Hospital; and a new replacement clinical facility for the Shriners Burns Institute.

In FY92, the BRA will also study the feasibility of the proposed "Bioscience Line," a transit line connecting the major medical and scientific research and development centers. The employment centers in this circumferential loop around the downtown are expected to gain nearly 40,000 jobs over the next 15 years as the biomedical and scientific research, development and manufacturing economies grow.

3. CONTINUING HOUSING PRODUCTION AND AFFORDABILITY

The City built nearly 6,000 units of affordable housing between 1984 and 1990, with \$33 million in housing linkage contributing to many of the projects. On BRA land alone, \$17.3 million of linkage money was used in 58 completed housing projects with a total development cost of \$567 million. These projects have a total of 2,756 units, with 1,344 of them affordable to working families.

Although the surge in office building development will not return for several years, Boston is the nation's only city that requires Linkage for institutional projects, which are continuing to go forward. The estimated \$2 billion worth of institutional projects that will go forward in the next 5 years will contribute nearly \$20 million in housing linkage and \$4 million in jobs linkage.

In FY91 the BRA achieved several major milestones in creating affordable housing. These include the completion of several projects under the South End Neighborhood Housing Initiative -- Taino Tower, Langham Court, Roxbury Corners and Parmalee Court -- and the start of Building 150 in the Navy Yard.

Major housing initiatives for FY92 include: developing affordable housing at Lowell Square; securing funds for Washington Court and the Helen Morton Family Center in the South End, to create 88 units of housing-- 36 of them to be used as transitional housing for homeless women and children-- and a day care/social services center; beginning construction of 97 units of new housing and community facilities at Oak Street in Chinatown and a 46-unit low and moderate income elderly housing development at Building 104 in the Charlestown Navy Yard.

Completion of the FY92 program will bring to more than 3,000 the number of housing units constructed on BRA property since 1984. When the old urban renewal land inventory is fully developed, more than 4,000 units will have been built. Given current market conditions, it is anticipated this program will require until 1995 to complete.

4. MONITORING THE CONSTRUCTION OF PUBLIC INFRASTRUCTURE MEGAPROJECTS AND STATE AND FEDERAL TRANSPORTATION PLANNING

State infrastructure investment and City capital plan projects going on during FY92 include the Central Artery depression and Third Harbor Tunnel, the Boston Harbor clean-up, North Station Garage, Boston City Hospital rebuilding, reconstruction of state roads and bridges, Logan Airport modernization, and public schools and State buildings. Over the next 10 years, these and related public capital expenditures will total more than \$12 billion, and will modernize and improve the infrastructure of the City and State and its capacity to support and encourage growth.

The construction of these projects will provide a needed countercyclical boost to the City's economy. Over the next 10 years, capital projects in Boston are estimated to create nearly 60,000 full-time-equivalent jobs, or an average of 6,000 per year, with a total payroll over the decade of \$2.7 billion in 1991 dollars. The full economic impact, with these wages spent in area stores and service establishments, will be much greater.

Monitoring the Third Harbor Tunnel and Central Artery projects will ensure that infrastructure consequences and environmental impacts have a minimal negative effect on Boston and its neighborhoods. The City's Central Artery Plan and Zoning has established guidelines for the creation of a series of new parks and housing and limited development over the proposed artery tunnel.

5. COMPLETING THE REZONING OF BOSTON'S NEIGHBORHOODS AND DOWNTOWN

As the City's planning agency, the BRA has primary responsibility to manage the delicate balance between the need for growth and the preservation of neighborhoods and the quality of life in Boston's community. This balance can be achieved by developing zoning regulations, which permit growth while preserving quality of life.

In FY92, the BRA will continue its neighborhood-based planning efforts, including completion of permanent zoning regulations and neighborhood plans to be reviewed by the BRA Board and Zoning Commission, for Dorchester Avenue, East Boston, Jamaica Plain, and West Roxbury, and completion of interim zoning and plans for Mattapan, Mission Hill, and Charlestown.

Nearly all of the Plan for Downtown Boston is complete, with Government Center, Cambridge Street, Bulfinch Triangle, and Central Artery plans completed during FY91. In FY92, a plan and zoning regulations will be completed for the Financial District, thereby completing the district-by-district rezoning of downtown Boston.

The Boston 2000 planning initiative began in 1991 with the Central Artery Plan, the Charlestown Navy Yard Master Plan, the Municipal Harbor Plan, and the Fort Point District Plan. In FY92, the BRA will complete plans for the downtown, waterfront, and key neighborhood centers.

With the completion of the downtown rezoning, the policies established in the "Plan to Manage Growth" will have been instituted. The next phase will be development of a comprehensive plan to guide growth in the 1990s and beyond. The Plan for Boston, comprising initiatives for revitalizing the harbor and other underutilized areas, expanding medical research and biotechnology, building affordable housing, improving the City's infrastructure, and diversifying and stabilizing Boston's economy, will be the City's guide to future growth.

CAPITAL BUDGET

This review of the Capital Improvement Projects Program was undertaken by the Boston Redevelopment Authority and written in September, 1991. Of particular significance in assessing the Authority's success in these capital improvements projects is the fact that during the past fiscal year, seven projects progressed to the construction phase. Of the ten projects now under construction, seven will be closed out before the end of calendar year 1991. Added to these achievements is the successful completion of the Authority's most elaborate and visible capital improvement project, the reconstruction of Copley Square Park. Moreover, the entire scope of the Authority's capital improvements program has been

greatly reduced from recent years. This report outlining the Authority's capital improvement program for fiscal year 1992 identifies twenty-two projects, ranging in status from under construction to program development. A similar report done for fiscal year 1989, only three years ago, identified eighty capital improvement projects in their various stages. Even more important is the fact that those projects now in the planning and program development stages - the Custom House, Ruggles Center/ Parcel 18, Medford Street and others - tend to focus upon the use of capital improvement funds to stimulate and complement the goals of economic revitalization and growth. The review classifies each project according to its status from inception to completion. The Authority's program of over \$25,400,000 in current, authorized and planned Capital Improvements will create approximately 450 jobs and represents a continuing commitment to the economic vitality and the quality of life in Boston and its neighborhoods.

Appropriate votes follow:

VOTED: That the Fiscal Year 1992 Operating Budget is approved in the amount of \$15,523,000.

and

FURTHER

VOTED: That the Fiscal Year 1992 Capital Budget is approved for 22 projects valued at \$25,400,000.

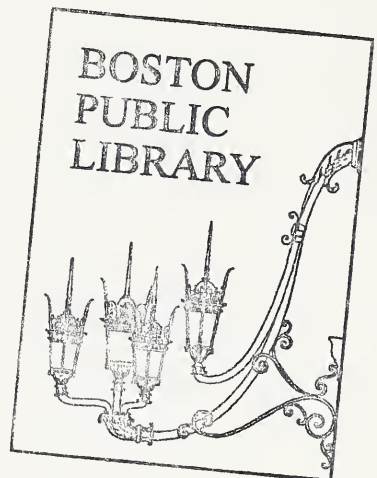
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FY92 PROGRAM OVERVIEW

FY92 PROGRAM OVERVIEW

The BRA, as the planning and development agency for the City of Boston, works to ensure balanced growth of the commercial, residential, retail, institutional and public sectors, and a balance between downtown and neighborhood development. The BRA programs are established under the leadership of the Mayor, with the approval of the Board of Directors following extensive community participation and input. Specific policies are developed in the 20 to 30 public BRA Board meetings which are held each year, and the more than 400 meetings a year the BRA holds with community and neighborhood groups.

The City Council created the BRA in 1957, and in 1960 the State Legislature gave it the authority to act as the City's planning agency. By this authority, the BRA was given the responsibility for creating plans which address the City's needs for infrastructure, downtown and community economic development, and a strong residential base. The BRA's major concerns include revitalizing the City's neighborhoods, enlarging the City's economic base, increasing job opportunities for City residents, and providing affordable housing. Evaluating development projects to ensure that they are of appropriate scale and that their negative effects are mitigated is a major responsibility of the agency. The budget for fiscal year 1992 has been developed in light of these goals and responsibilities.

The Program Budget allocates staff and financial resources to achieve these objectives during fiscal year 1992. Particular emphasis in the program overview is placed on the following key objectives:

- Promoting major economic development projects in downtown, on the waterfront, in the Charlestown Navy Yard and the Greater Dudley area.
- Encouraging expansion of Boston's biomedical research industry, and planning for appropriate institutional expansion.
- Continuing affordable housing production.
- Monitoring the construction of the megaprojects, including the Central Artery/Third Harbor Tunnel and major transportation projects.
- Completing the rezoning and master planning of Boston's neighborhoods and downtown.

BACKGROUND: GROWTH OF THE ECONOMY AND EXPANSION OF THE TAX BASE

Massachusetts has been in a deep recession since 1989. Boston is sharing in the general economic downturn, and must build a foundation for a resumption of economic growth in the coming years.

The management of growth and facilitating economic activity, the primary responsibilities of the BRA, take on even greater significance during periods of economic decline. The BRA must continue to be mindful of tax base expansion as an important element of its mission. Expanding the city's tax base is necessary to provide continuing support for the City as federal cutbacks and reductions in state aid threaten vital services.

As a result, the policy goals of the BRA have been revised in a way which focuses upon the industries in which there will be continued growth during the next five years. A strategy for recovery and growth of the Boston economy is the centerpiece of the FY92 work program of the BRA.

This strategy focuses on:

- Job creation in technology-based industries.
- Development and growth of the institutions of higher education, health services, and medical research.
- Development of new sports and cultural facilities, and the hospitality industry.
- Implementation of large-scale infrastructure investment projects and the City's capital plan.
- Promotion of new businesses and services, including banking and financial services, in communities of color.

Boston's development boom during the 1980s brought real fiscal benefits to the City, allowing it to maintain services to residents. New construction development and related growth allowed the City's budget to grow beyond the confines of Proposition 2 1/2 restrictions. Proposition 2 1/2 required that revenues from the City's existing 1984 property tax base could increase by only 2 1/2 percent per year, far less than the rate of inflation. In "real," non-inflationary dollars, revenues would fall and therefore services would inevitably have been severely reduced. New growth and development was the difference that allowed the city's tax revenues to grow in "real" dollars and provide vital services to Boston residents.

Since 1984, construction development has added over \$85 million to Boston's annual property tax revenue as of fiscal year 1991, and will add

even more in this new fiscal year. This cumulative, annually recurring fiscal resource constituted 15.3 percent of the city's FY91 property tax levy last year, up from 13 percent in FY89 and only 4.1 percent in FY85. In addition, Boston received \$76 million in Building Permit revenues between FY85 and FY91.

The \$85 million earned by new real estate development accomplished between January 1984 and January 1990 is more than double the total taxes billed to all single-family homes in the city. It is also more than double the taxes paid by all industrial property in the city. The fiscal dividend of economic development is a major reason that commercial property in Downtown Boston (wards 3 and 5) shouldered 38 percent of total Boston property taxes in FY91, compared to 27 percent in FY84.

Economic development and expansion of the city's tax base is continuing. Nearly a billion dollars' worth of investment is going into major Boston development projects expected to begin construction by the end of 1992. Most of the projects are private, but they also include key public projects such as the \$170 million Boston City Hospital and the new Federal Courthouse on Fan Pier. These projects will create over 5,000 construction jobs and an equal number of permanent ones. In the meantime, an extraordinary pipeline of public infrastructure investment will increase the City and State economies' capacity to grow, and will generate a flow of jobs and income.

Key Objectives

1. PROMOTING ECONOMIC DEVELOPMENT PROJECTS IN DOWNTOWN, THE WATERFRONT AND IN THE CHARLESTOWN NAVY YARD AND THE GREATER DUDLEY AREA

The major economic development projects which the BRA promotes, both publicly and privately developed and financed, are the engines which drive economic growth in the City. Working closely with the community and the project proponents to consider the impacts of major development is critical to the success of these efforts. The South Station Technopolis, revitalized Midtown and Downtown Crossing areas, the Custom House Hotel, the Charlestown Navy Yard and Ruggles Center are among the key projects for FY92.

DOWNTOWN

- The revitalized **Prudential Center** will create an important business and retail link between the South End and Back Bay communities. The first part of this multi-phased office, housing and retail development is going forward already. This is a \$70 million

renovation of public areas and creation of a high-quality shopping atrium.

- The **South Station Technopolis** will combine medical research space with office development and a parking garage atop the already-refurbished train station and a new MBTA bus terminal. The project's first phase, the bus terminal, will move forward early in FY92.
- The **Custom House** and the adjacent Board of Trade Building will be rehabilitated into a single first-class hotel property with 340 total rooms. This project will include the historic rehabilitation of the landmarked exterior and interior portions of the Custom House, as well as the interior of the Board of Trade Building. The two properties will be connected by a new walkway.
- The BRA will help the owners of **Lafayette Mall** to stabilize its retail base, and will pursue a redesign and redevelopment of the mall and hotel complex.
- The new **Boston Garden** will create a multi-purpose sports arena as well as hotel, office, retail and parking space.

WATERFRONT/NAVY YARD

- Relocation of the **New England Aquarium** to the Charlestown Navy Yard will allow for extensive expansion of the Aquarium and create a major center for tourism development at the Navy Yard. Following the Aquarium's relocation, its present site at Central Wharf will be prepared for mixed-use development.
- The Master Plan for the **Charlestown Navy Yard** was approved in FY91, and includes the following future additions: a relocated New England Aquarium at Drydock 5, a biomedical research center totalling up to 1.1 million square feet, a 400 room hotel, over 300 housing units, and improvements to the water transportation system.
- The building of a new **Federal Courthouse** on Fan Pier in South Boston, combined with a transit line connecting this area to South Station, will open up the South Boston piers for major new development. First will be the World Trade Center's expansion, including a new hotel.

NEIGHBORHOODS

Economic growth must also serve the needs of Boston residents, some of whom must travel long distances to shop for food, do their banking, and obtain other basic services. There is an untapped market that can be accessed by businesses establishing themselves in Boston's neighborhoods.

At the same time, Boston residents without a car have trouble reaching the back-office and manufacturing jobs that often located in suburban or exurban areas during the 1970s and 1980s. Companies that return to urban sites will be able to tap a large labor pool, one that can be made attractive to business by improved vocational training programs in the Boston schools.

The advancement of **Ruggles Center**, commitments by area banks to locate and invest in minority neighborhoods, and the potential of the **Boston State Hospital** site make economic development in Boston's neighborhoods feasible and worth pursuing aggressively. Key sites such as Ruggles Center, **Dudley** and Boston State will be the focus of the BRA's efforts to revitalize the potential of these neighborhoods.

- In FY92, the **Ruggles Center** mixed-used project will break ground and move forward.
 - The **Registry of Motor Vehicles** has committed to be the major tenant at Ruggles Center. Phase I of the project consists of an office building of approximately 200,000 square feet, a public plaza, and the construction of a parking garage with 860 spaces.
 - The entire Ruggles Center project will be constructed in four phases which include 550,000 square feet of office space, a 200-room hotel, 25,000 square feet of retail space, and parking.
 - A central plaza will be the focal point of the project and will complement the adjacent MBTA Southwest Corridor linear parkland. Ruggles Center, which is adjacent to the MBTA Ruggles subway station, is the neighborhood component of the Parcel to Parcel Linkage I project, and is linked to the Kingston-Bedford site in the Downtown (One Lincoln Street).
- Planning to develop a supermarket along the **Southwest Corridor** currently is underway. A supermarket would be a considerable benefit to area residents, who now must travel long distances to reach a supermarket or must shop in expensive small stores with a limited selection.
- The **New Dudley Street Phase II** project is a key component in the economic revitalization of the Dudley Business District. The physical connection of this street with Washington and Ruggles Street, as well as the extension of Shawmut Avenue, will connect the Southwest Corridor to Dudley Square and serve as an economic link between these two areas of revitalization. The BRA will be carrying out the project design plans during FY92.

2. ENCOURAGING EXPANSION OF BOSTON'S BIOMEDICAL RESEARCH INDUSTRY AND PLANNING FOR APPROPRIATE INSTITUTIONAL EXPANSION

Boston is the nation's leading center for health research. The City's medical research institutions received over \$450 million in federal National Institutes of Health grants last year. New projects like **Olmsted Plaza, the Charlestown Navy Yard Research Center, and the South Station Technopolis** will help this new economy flourish. These key developments will give private firms the opportunity to tap into Boston's research base, by placing private companies side-by-side with some of the world's best scientists and doctors at the institutions.

Boston's medical and educational institutions will substantially enhance their competitiveness and growth capacity over the next several years with a large pipeline of development construction projects. In FY92 the BRA will continue to work closely with the institutions in planning for future growth and expansion.

In just the next 5 years construction of a number of major projects in this and related economic sectors are expected to go forward, representing an investment of nearly \$2 billion. This includes a range of uses such as hospital clinical facilities, research laboratories, university dormitories, classrooms and sports facilities. In addition to this will be spin-off private construction for biotechnology and other companies. In FY92, several major institutional development projects approved by the BRA will be proceeding to construction. They include:

- **Olmsted Plaza**, the conversion of the former Sears, Roebuck and Company warehouse to offices, R & D labs, and retail space in the Fenway, will fill in the "missing link" in the Emerald Necklace as well as link city neighborhoods and generate new economic activity. Leases with 3 local medical institutions will allow the first 300,000 square foot phase of this project to go forward in FY92. At full build-out Olmsted Plaza will provide 1.8 million square feet of research and office space centrally located in the Longwood Medical Area, including parking, day care, and other services for both private and institutional tenants. The investment in the project will total \$325 million.
- The BRA is encouraging **Genzyme**, one of the state's leading biotechnology companies, to locate its main manufacturing facility and executive center at Allston Landing. This would bring several hundred jobs to the City and capture the first of several manufacturing facilities expected to be established by Massachusetts biotechnology companies over the next few years.
- University Associates will put the first phase of its **South End Technology Square** (SETSA) project into construction during FY92.

The \$72 million first phase will include 180,000 square feet of medical research space and parking for 1,000 cars.

- The **Massachusetts General Hospital** In-Patient Tower II project includes the construction of a second phase facility comprised of 286,000 square feet of clinical space to complement its recently completed Tower I project. The construction of this project will complete \$270 million of development on the MGH central campus over a five-year period.
- The Clinical Support Facility of the **Brigham and Women's Hospital** will be developed on the hospital's existing campus and will be comprised of a 9-story 234,056 square foot building. In addition, a 34,677 square foot tower lobby and other associated improvements will be constructed to enhance the pedestrian access between this new building and the main facility. Shattuck Street will also be reconstructed as a pedestrian-oriented plaza abutting Brigham and Women's Hospital, Children's Hospital, and the Harvard Medical School.
- A new replacement clinical facility for the **Shriners Burns Institute** will go into construction during FY92. This \$67.5 million project includes 170,000 square feet of clinical facilities and 30,000 square feet of research labs.

These and other development projects are approved through the BRA's institutional planning process, which provides the BRA and the institutions with an opportunity to review long-term plans for expansion in a process which is responsive to neighborhood needs and concerns.

In FY92, the BRA will also study the feasibility of the proposed "**Bioscience Line**," a transit line connecting the major medical and scientific research and development centers from the Charlestown Navy Yard, through East Cambridge and past MIT to Boston University, Olmsted Plaza, and the Longwood Medical Area; past Ruggles Center and the South End medical institutions to connect at South Station with the planned transit line to the South Boston Piers. The employment centers in this circumferential loop around the downtown are expected to gain nearly 40,000 jobs over the next 15 years as the biomedical and scientific research, development and manufacturing economies grow. The Bioscience Line will help accommodate this growth by enabling workers to reach their jobs in these centers without driving. By lessening traffic, this will help protect the quality of life in adjacent neighborhoods.

3. CONTINUING HOUSING PRODUCTION AND AFFORDABILITY

Boston's institutional, downtown and neighborhood development projects will not only bring needed property tax revenues to the City of

Boston, but make a major contribution towards the construction of affordable housing and to job training for Boston residents through the **City's Linkage Program**.

Under Linkage, major development projects must pay five dollars in housing linkage and one dollar in job training linkage for every square foot of building over 100,000 square feet. Nearly 40 commercial and institutional projects approved between 1984 and today have contributed over \$33 million to the production of affordable housing and over \$8 million to job training.

The City built nearly 6,000 units of affordable housing between 1984 and 1990, with \$33 million in housing linkage contributing to many of the projects. On BRA land alone, \$17.3 million of linkage money was used in 58 completed housing projects with a total development cost of \$567 million. These projects have a total of 2,606 units, with 1,194 of them affordable to working families.

Although the surge in office building development will not return for several years, Boston is the nation's only city that requires Linkage for institutional projects, which are continuing to go forward. The estimated \$2 billion worth of institutional projects that will go forward in the next 5 years will contribute nearly \$20 million in housing linkage and \$4 million in jobs linkage.

Boston continues to have a critical need for more housing, particularly affordable housing, to meet the demand generated by both old and new residents. The Flynn Administration has placed the production of affordable housing among the City's highest priorities. Consistent with this priority, affordable housing production will continue to be a key objective of the BRA in FY92.

In FY91 the BRA achieved several major milestones in creating affordable housing. These include the completion of several projects under the South End Neighborhood Housing Initiative: **Taino Tower, Langham Court, Roxbury Corners and Parmalee Court**. Since 1984, utilizing its land and other resources, the BRA has assisted:

- 62 housing projects, representing 2,767 housing units;
- 41 housing projects (1,645 units, 818 affordable), completed and occupied on BRA property;
- 17 housing projects (961 units, 376 affordable), completed and being marketed on BRA property;
- 4 housing projects (111 units, 110 affordable), currently under construction on BRA property.

The BRA continues to dispose of its properties for housing development. This use of BRA property reduces the otherwise significant costs of

construction, allowing the development of affordable units throughout the City. The BRA's affordable housing production programs also serve to increase opportunities for minority and community-based development teams. Of the 87 housing development projects designated between 1984 and 1990, 54 (or 63%) involved teams of minority or community-based developers.

Major housing initiatives for FY92 include:

- Developing affordable housing at **Lowell Square**.
- Securing funds, for **Washington Court and the Helen Morton Family Center** in the South End, to create 88 units of housing— 36 of them to be used as transitional housing for homeless women and children— and a day care/social services center.
- Begin construction of 97 units of new housing and community facilities at **Oak Street in Chinatown**.
- Start construction of a 46-unit low and moderate income elderly housing development at **Building 104 in the Charlestown Navy Yard**.
- Enable the Contractors Association of Boston to build 11 affordable condominiums on BRA land in the **Highland Park** area of Roxbury.
- Complete a loan agreement to allow additional linkage obligations to be used immediately for the creation of affordable housing opportunities.
- Work with the mortgage industry to ensure that equal access to mortgage credit opportunities is provided and the credit needs of Boston residents are met.

Completion of the FY92 program will bring to 3,000 the number of housing units constructed on BRA property since 1984. When the old urban renewal land inventory is fully developed, more than 4,000 units will have been built. Given current market conditions, it is anticipated this program will require until 1995 to complete.

4. MONITORING THE CONSTRUCTION OF PUBLIC INFRASTRUCTURE MEGAPROJECTS AND STATE AND FEDERAL TRANSPORTATION PLANNING

A very large pipeline of public infrastructure investment going forward in FY92 will increase the City and State economies' capacity to grow, and will generate a flow of jobs and income. Construction of these projects will mediate the conflicts that can arise between encouraging economic development and protecting the City's quality of life. State infrastructure investment and City capital plan projects going on during FY92 include the Central Artery depression and **Third Harbor Tunnel, the Boston Harbor clean-up, North Station Garage, Boston City Hospital**

rebuilding, reconstruction of state roads and bridges, **Logan Airport modernization**, and **public schools and State buildings**. Over the next 10 years, these and related public capital expenditures will total more than \$12 billion, and will modernize and improve the infrastructure of the City and State and its capacity to support and encourage growth.

Transportation investment is vaulting Boston ahead of other cities in terms of accommodating traffic and establishing fast links to its airport. The new tunnel roadway linking downtown and South Boston directly to Logan Airport, coupled with a planned transit extension to South Boston, will open up a new prime location for all kinds of businesses in the South Boston piers and Fort Point Channel area.

Further, the Federal government's recent commitment to a **high speed rail link** from Boston's South Station to New York City and Washington means that midtown Manhattan will be less than three hours away, practically door-to-door. High speed rail will also reduce the demands placed on Logan Airport, thereby improving the quality of life in neighborhoods such as East Boston.

The construction of these projects will provide a needed countercyclical boost to the City's economy. Over the next 10 years, capital projects in Boston are estimated to create nearly 60,000 full-time-equivalent jobs, or an average of 6,000 per year, with a total payroll over the decade of \$2.7 billion in 1991 dollars. The full economic impact, with these wages spent in area stores and service establishments, will be much greater.

Monitoring the Third Harbor Tunnel and Central Artery projects will ensure that infrastructure consequences and environmental impacts have a minimal negative effect on Boston and its neighborhoods. The city's **Central Artery Plan and Zoning** has established guidelines for the creation of a series of new parks and housing and limited development over the proposed artery tunnel. The park plan creates a new image for Boston in the 21st century, and will provide much needed open space for the neighborhoods of the North End and Chinatown, as well as within the waterfront area and Financial District of the downtown.

5. COMPLETING THE REZONING OF BOSTON'S NEIGHBORHOODS AND DOWNTOWN

Boston always has been a constantly changing city. Change and growth can improve the economic well-being of Boston but, if not managed well, these forces can threaten the very elements of urban life that residents cherish most. As the City's planning agency, the BRA has primary responsibility to manage the delicate balance between the need for growth and the preservation of neighborhoods and the quality of life in

Boston's community. This balance can be achieved by developing zoning regulations, which permit growth while preserving quality of life.

Neighborhood Planning initiatives promote citizen participation in the land use decisions affecting Boston's neighborhoods. The purpose is to enact revised zoning which responds to particular neighborhood needs as articulated by community residents. Of critical importance is the need to protect residential areas. Also important is the need to provide more usable open space, affordable housing, and economic development which will promote employment opportunities for community residents.

In FY92, the BRA will continue its neighborhood-based planning efforts, including:

- Completion of permanent zoning regulations and neighborhood plans to be reviewed by the BRA Board and Zoning Commission, for **Dorchester Avenue, East Boston, Jamaica Plain, and West Roxbury.**
- Completion of interim zoning and plans for **Mattapan, Mission Hill, and Charlestown.**

Downtown Planning initiatives were enacted by the Zoning Commission in September 1987. The initiatives focus on re-establishing height limits as part of Boston's land use tradition, redirecting development to underutilized areas, promoting economic development outside the congested Financial District, establishing historic preservation as a City priority, preserving Boston's open space, and providing barrier-free access in new developments. The planning studies address issues of use, design, traffic, and pedestrian access, and involve the continuing participation of the community, local businesses, and design professionals.

- Nearly all of the Plan for Downtown Boston is complete, with **Government Center, Cambridge Street, Bulfinch Triangle, and Central Artery plans** completed during FY91. Earlier plans included the **Midtown Cultural District, Chinatown, North and South Stations, Prudential/Huntington Avenue and the Leather District.**
- In FY92, a plan and zoning regulations will be completed for the **Financial District**, thereby completing the district-by-district rezoning of downtown Boston.
- The Boston 2000 planning initiative began in 1991 with the **Central Artery Plan, the Charlestown Navy Yard Master Plan, the Municipal Harbor Plan, and the Fort Point District Plan.** In FY92, the BRA will complete plans for the **downtown, waterfront, and key neighborhood centers.**

With the completion of the downtown rezoning, the policies established in the **"Plan to Manage Growth"** will have been instituted. The next phase will be development of a comprehensive plan to guide growth in the 1990s and beyond. **The Plan for Boston**, comprising initiatives for revitalizing the harbor and other underutilized areas, expanding medical research and biotechnology, building affordable housing, improving the City's infrastructure, and diversifying and stabilizing Boston's economy, will be the City's guide to future growth.

FY92 OPERATING BUDGET

THE OPERATING BUDGET

The BRA's FY92 operating budget allocates resources to achieve the agency's vital policy goals in the coming year, which emphasize the objectives which are described and detailed in the Program Overview and Work Program.

The FY92 Budget is a twelve month strategic plan which provides resources to attain the policy goals established by the Board of Directors of the BRA. Since 1989, the BRA has begun a variety of cost control programs and scheduled staff reductions. The result has enabled the BRA to respond to the changing fiscal realities of the 1990s. This year's budget continues that trend toward reductions in staff and expenditures. It provides the resources necessary to carry out the initiatives established by the Mayor, the BRA Board and the community with a twenty percent reduction from FY91 expenditure levels.

PERSONNEL

Reductions in the workforce will continue in FY92 and FY93.

- In FY91, the BRA reduced its workforce through attrition and incentive programs to 219, a 14% reduction from FY90 levels, representing a 35% reduction in staff since 1988.
- Only four new employees were hired in FY91, none earning over \$40,000 per year. The limiting of new hires to replacement of critical staff deemed necessary for the attainment of key objectives will be continued.

ACCOUNTABILITY AND FISCAL MANAGEMENT

In order to ensure accountability and fiscal management, the BRA will enforce the following fiscal measures in FY92:

- Reduction of staff to 197, a 10% reduction from FY91 levels.
- Business travel, reduced 17% in FY91 from FY90, will continue to be restricted to the attainment of key initiatives.
- Purchases of furniture will be limited to replacement of worn out equipment.
- Zero-based contract budgeting will result in substantial savings in the planning and development budget.
- Space will be consolidated in FY92, resulting in substantial savings.

BUDGET HIGHLIGHTS

The FY92 budget is projected to be in balance. It is the fourth consecutive year for which no City appropriation will be required.

- The budget, at \$15.523 million, is \$3.4 million less, or an 18% reduction, from the 1991 budget.
- Personnel expense, administrative expense and occupancy costs are each reduced:
 - A \$1.6 million reduction in personnel expenses reflecting a staff of 197, the lowest level since 1984.
 - A \$77,000 reduction in administrative expense.
 - A \$385,000 reduction in occupancy costs.
- Contractual services are reduced 35% to reflect improved staff capacities:
 - Outside legal services is reduced 33%, following a 31% reduction in FY91.
 - Outside technical services is reduced 23%.

While cost cutting and fiscal restraint will be exercised, the FY92 budget provides resources necessary to achieve the key policy initiatives described in the program overview.

- Support for City agencies will continue, at a level of \$225,000.

FISCAL YEAR 1992 BRA OPERATING BUDGET

(Dollars in Thousands)

Account	FY 91 Actual	FY 92 Budget	FY 93 Budget
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SUMMARY**REVENUE**

Fixed	13,761	11,332	10,151
Variable	5,090	4,191	3,754
OPERATING REVENUE	18,850	15,523	13,905

EXPENSES

Personnel	13,025	11,377	10,672
Administrative	1,203	1,126	1,035
Occupancy Costs	1,325	940	390
Contractual Services	2,962	1,845	1,579
Investments in Capital Assets	10	10	10
BRA OPERATING EXPENSE	18,525	15,298	13,685

Support of City Agencies	325	225	220
TOTAL OPERATING EXPENSE	18,850	15,523	13,905

PERSONNEL

EMPLOYEE LEVEL - EOY	219	197	188
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Employee Wages & Salaries	9,239	7,925	7,571
Part-Time, Interns, and Overtime	636	520	480
Subtotal, Personnel Costs	9,875	8,445	8,051

EMPLOYEE BENEFITS

City Pension Contribution	1,680	1,702	1,524
Hospitalization & Life Insurance	1,145	942	854
Workers' Compensation	210	192	167
Unemployment Insurance	115	96	75
Subtotal, Employee Benefits	3,150	2,932	2,621

Total, Personnel Expense	13,025	11,377	10,672
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FISCAL YEAR 1992 BRA OPERATING BUDGET

(Dollars in Thousands)

Account	FY 91 Actual	FY 92 Budget	FY 93 Budget
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ADMINISTRATIVE EXPENSES

Advertising	40	40	40
Audits	165	165	160
Business Travel	30	25	25
Library Services	45	45	45
Employee Education	33	22	20
Graphic Design	65	60	50
Mapping & Model Making	70	65	50
Economic Conferences	25	25	20
Office Supplies	95	90	85
Postage	50	50	45
Telephone Services	260	245	235
Data Processing Equipment	140	120	100
Copy Machine Rental	85	75	60
Copy Supplies	35	35	35
Printing & Outside Copy Service	65	65	65
Subtotal, Administrative	1,203	1,126	1,035

Total, Personnel and

Administrative Expenses	14,228	12,503	11,707
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OCCUPANCY COSTS

Rent, Operating and Utility Expense	1,325	940	390
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CONTRACTUAL SERVICES

Legal Consultants	450	300	250
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Technical Services

Research	165	125	100
Planning & Development	900	700	650
Subtotal, Technical Services	1,065	825	750

City Infrastructure

Engineering	210	40	25
Construction	115	10	
Subtotal, City Infrastructure	325	50	25

FISCAL YEAR 1992 BRA OPERATING BUDGET

(Dollars in Thousands)

Account	FY 91 Actual	FY 92 Budget	FY 93 Budget
Property Management			
Building and Land Maintenance	417	225	180
Board-Up and Fencing	65	48	43
Insurance	225	165	152
Security	225	90	45
Snow Removal	75	55	51
Supplies & Equipment	45	32	31
Utilities	35	30	28
Vehicle Maintenance	35	25	23
Subtotal, Property Management	1,122	670	554
Subtotal, Contractual Services	2,962	1,845	1,579
INVESTMENTS IN CAPITAL ASSETS			
Renovation of Facilities	7	7	7
Furniture & Fixtures	3	3	3
Subtotal, Capital Assets	10	10	10
TOTAL, OCCUPANCY, CONTRACTUAL, & INVESTMENT IN CAPITAL ASSETS	4,297	2,795	1,979
SUPPORT OF CITY AGENCIES			
PERSONNEL			
Zoning Commission	50	50	50
Board of Appeal	35	35	35
BHA / Columbia Point Task Force	30		
Midtown / Cultural District	40		
Archives	60	60	60
Subtotal, Personnel	215	145	145
TECHNICAL SERVICES			
Economic Development	75	50	50
Employee Assistance Program	35	30	25
Subtotal, Technical Services	110	80	75
TOTAL, SUPPORT OF CITY AGENCIES	325	225	220

FY92 WORK PROGRAM: KEY PROJECTS

WORK PROGRAM

The annual Work Program is the major product of Program Budgeting, the BRA's 1987 initiative to improve the effectiveness of policy planning, management and oversight. Program Budgeting allows for better planning and control of both personnel and non-personnel expenses, while minimizing dependence on outside sources of revenue such as state and federal funding — the BRA has operated without any City contribution since fiscal 1987. It also provides managerial capacity for carrying out the BRA's functions with flexibility for changing economic conditions.

As was the case in 1986, the BRA's role has changed dramatically because of economic conditions. Nonetheless, the BRA is charged with insuring appropriate growth that is balanced across neighborhoods and districts, and between differing land uses. In these contexts, the BRA's basic responsibilities remain, but the focus of initiatives has changed. The BRA must again be the catalyst for growth and development, however, now without the benefit of funding formerly available from state and federal sources.

Program Budgeting includes the allocation of staff time and related expenses according to specific project needs. There are three principal benefits, as follows.

- First, management must take comprehensive inventory of all projects and initiatives, which are then prioritized. Departmental productivity goals can be established to help ensure staff focus. More advance planning is required, providing a more rational basis than line-item budgeting.
- Second, orientation based on projects (rather than functions) further facilitates better staff focus on bottom line results. Specific project goals and milestones become guides to daily activities.
- Third, the time management portion of the Program Budget identifies how time is spent and how staff can allocate themselves more efficiently.

The annual Work Program articulates the BRA's overall goals in the context of each department's activities and projects, listed in order of City and agency-wide initiatives and related key projects, then in descending priority levels. The annual Work Program is formulated over the course of each year under the leadership and daily management of the Director's Office and top departmental staff.

ADMINISTRATION AND FINANCE DEPARTMENT

The Administration and Finance Department records and reports on the BRA's financial activities, develops and implements administrative policies and procedures, and provides the following services to all departments: human resources, administrative support, purchasing, and MIS.

Functions

- Manage and maintain the financial records and safeguard the assets of the BRA.
- Develop and carry out human resources policies and procedures, and employee training programs.
- Monitor affirmative action performance for all contracts.
- Implement the Minority and Women Business Enterprise Program.
- Provide staff support, including word processing, photocopying, switchboard, messenger and graphics services.
- Develop and maintain an interactive management information system.

Budget & Finance Division

Maintain the Financial Management System which includes keeping complete records of financial transactions and ensuring that accounting controls safeguard the BRA's assets.

Develop the annual operating budget, monitor and report on operating revenues and expenses, monitor the BRA's contractual agreements with vendors, developers and development groups, and monitor the BRA's purchases for compliance with the executive order on minority and women business enterprises.

Human Resources Division

Utilize human resource to implement organizational goals including: ensuring equal opportunities to minorities, women, disabled persons and Vietnam-era veterans; complying with federal and state statutes; and carrying out policies and programs to assist in the management of the workforce; and enhance contract compliance monitoring.

Key Projects

Downsizing the BRA Workforce

Work with staff to improve the efficiency and reduce the size of the BRA's workforce. Manage incentive plan and outplacement programs.

MIS and Staff Services Division

Provide office support services needed to execute effectively the BRA's programs, including: central word processing, photocopying, mail distribution, messenger services, and switchboard operation. Provide computerized information management services to support financial record keeping, development, analysis, research, and general office functions within the BRA.

ENGINEERING AND DESIGN SERVICES

The Engineering and Design Services Department provides technical expertise to the BRA in the areas of engineering, design, computer graphics and mapping and modeling. The Department manages the preparation, execution, and supervision of contracts for public improvement projects, and provides technical review services on development proposals. The Department manages the BRA's capital projects.

FUNCTIONS

- Review development proposals and access plans for significant traffic, environmental, and infrastructure impacts.
- Prepare BRA's Annual Capital Plan.
- Prepare bid documents, prepare and administer contracts, and monitor construction of public works projects.
- Maintain and update the inventory of city maps and models.
- Assist Harbor Planning and Development in the master planning and design review for the Charlestown Navy Yard.

Engineering and Capital Planning Division

Prepare the annual capital plan and track progress on capital projects. Provide engineering services for design, contract documentation, bidding, and supervision on all capital projects. Provide consulting engineering services on the disposition of BRA properties. Provide consulting engineering services to BRA staff and to citizen groups in response requests. Provide administrative and engineering assistance in the selection of consultant services related for approved or funded design and engineering projects. Maintain and provide public access to records of engineering surveys and projects undertaken by the Authority.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Mead Street Stairs

Charlestown Streets/Mead Street Stairs.

Milestones Bid the stair portion of W-4 contract, submit low bid to BRA Board for Award, award contract to Low Bidder, construction begins for stairs.

Custom House

Site improvements for Custom House Tower.

Milestones: Complete Site survey and preliminary utility studies, complete schematic design.

CNY Haul Road

Support activities for the CNY haul road in Charlestown.

Design Service Division

Provide design review services for selected development projects within the city. Assist in master planning for the Charlestown Navy Yard. Review all proposed projects in the Navy Yard for conformity with the Master Plan and Rehabilitation Guidelines. Prepare development alternatives that complement the historic district and harbor pier development.

Conduct or coordinate the comprehensive review of the environmental and infrastructure impacts of all downtown projects, and any other project for which there is an "Environmental Impact Review" or a "Development Impact Project Plan" submission. Assist in planning studies which require impact assessments. Provide comprehensive mapping and model making services to BRA staff and other City departments. Maintain computerized mapping database. Maintain archives of project drawings, photographs, mapping documents, and inactive models.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Ruggles Center Plaza

Ruggles Center Plaza

Milestones Review and approve scope of work and cost estimates, consultant to complete preliminary design, seek Board authorization to bid the project.

Freedom Trail

Initiate a study of the Freedom Trail.

Milestones Prepare detailed CIP request for Accessibility Improvements, prepare scope for accessible route alternatives, prepare scope for transportation overview of Freedom Trail.

GENERAL COUNSEL DEPARTMENT

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in conveying land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects and in supervising the real estate appraisal process.

Functions

- Negotiate, prepare, and review real estate transactions and financing documents for development projects.
- Provide opinions to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel for litigation brought by or against the BRA which requires specialized knowledge; if not supervised by the Director's Office.
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend agreements for Chapter 121A projects.
- Facilitate the transfer to the City of Boston of BRA owned land and buildings for which there are long term City uses.
- Appraise, determine land value and negotiate any parcels to be acquired by the BRA.
- Appraise and determine land value of BRA property for disposition.
- Preparation and/or monitoring of pertinent mortgage foreclosures and/or federal bankruptcy proceedings.

Document and Project Review Division

Provide the BRA with legal services to safeguard the BRA's interests and accomplish development projects with the appropriate legal documentation, serving as general counsel to the BRA Board and staff on all personnel matters, including but not limited to affirmative action, contract compliance, procurement, finance, management and development. Establish a value for the disposal of BRA owned property.

Key Projects.

Life Focus Center

Construction of building for mentally and physically impaired adults and children.

Parcel to Parcel 1

Prepare legal documents for Parcel 18 for office, garage and possibly retail. Prepares legal documents for Kingston/Bedford which will be an office building.

Parcel A, B, P-3, P-3a, & C

Prepare and review real estate transaction documents for Chinatown Parcels A, B, and C as 220 units of housing, 130 of which will be affordable, and associated community facilities.

Parcels 9 and 10

Provide legal assistance with regard to the development of Parcels 9 and 10 in coordination with the South End Development Policy Planning Process.

Dudley St. Neighborhood Initiative

Provide legal assistance to DSNi regarding its implementation of the development plan for Dudley Triangle.

Bricklayers Bldg. 104

Prepare legal documentation for Bricklayers Building 104, which is 24 units of affordable housing.

Fountain Hill Phase II

Prepare and review real estate transaction documents for Fountain Hill II as 34 units of housing, 11 of which will be affordable (HOP subsidy).

Winslow Court

Prepare UDAG documentation. Winslow Court consists of 24 condo units.

Douglass, Winslow, & Infill

Prepare necessary legal documentation required for financial workout plans for housing and disposition projects.

Litigation Division

Represent the BRA in litigation actions brought by or against the BRA and protect the BRA's interests in these matters.

Key Project

Roxse Homes v. BRA

Working with the firm of Schapiro, Hays & Kelly on this case. Pending in Supreme Court #83544.

HARBOR PLANNING AND DEVELOPMENT DEPARTMENT

The Harbor Planning and Development Department creates and coordinates programs that promote balanced growth and public access along Boston's waterfront. This Department undertakes review of all major waterfront projects in the Waterfront area, Inner Harbor, Charlestown and the Charlestown Navy Yard. It works closely with other BRA Departments on planning and project review in Harborpark Special Study Areas and in neighborhoods adjoining Harborpark. During FY91 the Department will coordinate preparation of the Harborpark Plan and assist in obtaining permanent zoning for the Harborpark area. Harbor Planning and Development coordinates community participation with neighborhood groups and the Harborpark Advisory Committee.

FUNCTIONS

- Manage development and design review of projects in the Waterfront area, Charlestown Navy Yard, Inner Harbor, selected neighborhood and major development proposals, with particular emphasis on priority projects that contribute towards attaining Harborpark goals.
- Contribute to the BRA's housing production and economic development efforts along Boston's waterfront and in adjoining neighborhoods through direct project management and collaboration with other departments.
- Plan, coordinate and implement the Harborwalk program to provide public access to and along the entire water's edge.
- Administer the implementation of the Charlestown Navy Yard Master Plan and the Harborpark Plan.
- Foster development of a water transportation system in cooperation with the Boston Transportation Department and other public agencies.
- Assist in promoting BRA public policy goals in cooperation with other public agencies that have jurisdiction over particular issues along the waterfront.
- Prepare and distribute developer kits for major BRA owned and selected publicly owned disposition parcels in the Harborpark area.
- Carry out comprehensive replanning and redevelopment of Fort Point District.

Harbor Planning Division

Coordinate the Harborpark Planning Program to increase public awareness of Boston Harbor as a recreational resource and economic asset through the promotion of balanced growth by development in

Boston Waterfront Neighborhoods and by public access to Boston Harbor; plan and promote public and private capital construction programs within the Harborpark Planning area; manage special urban projects within the City of Boston.

Harbor Development Division

Administer all public and private development projects in the Harborpark neighborhoods to ensure the maximum public benefit and compliance with planning and zoning policies. Manage the development review of major commercial and mixed use projects in the Harborpark area with particular focus on the Downtown Waterfront and Inner Harbor Piers. Manage or assist other departments in managing the disposition of selected publicly owned parcels that promote Harborpark policy objectives. Assist in planning and project review in Harborpark Special Study Areas and in areas adjoining the Downtown Waterfront and Inner Harbor Piers.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

New Aquarium

Coordinate development of new Aquarium on Parcel 5 Drydock of Charlestown Navy Yard.

Milestones: Execute term sheet governing relocation of Aquarium, submit Environmental Notification Form to MEPA

Sargent's Wharf

Develop 100 units of affordable housing on Sargent's Wharf.

Milestones: Finish financial feasibility review and determine next steps in response to current economic downturn.

Central Wharf

Redevelop Central Wharf and Parcel A-3N in concert with New England Aquarium relocation to the Charlestown Navy Yard.

Milestones: Assist New England Aquarium in completing and releasing Request for Proposals to solicit developer interest in Central Wharf, review of RFP submission and selection of developer, recommend tentative designation of developer to BRA Board.

Building 104

Coordinate development of Building 104 for 40 units of affordable housing.

Milestones: Loan closing/conveyance/groundbreaking, construction start.

Building 105, Ropewalk, and Tar Shed

Coordinate RFPs drafting and submission to the Secretary of the Interior for museum and other uses.

Milestones: Review Double Interpretive Loop with MHC, DOI and Landmarks Commission, receive DOI approval of amended Program of Preservation and Utilization, RFP release.

Parcel R-87

Coordinate development of Parcel R-87, a twenty unit mixed-income housing project.

Milestones: RFP release, tentative designation.

Parcel R-107

Coordinate development of Parcel R-107, a twelve unit mixed-income housing project and three commercial spaces.

Milestones: Financial and design review, final designation, construction start.

Charlestown Zoning

Assist Neighborhood Planning and Zoning in promulgating draft zoning for Charlestown. Manage the community review process.

Milestones: Conduct community review of interim zoning plan, submit IPOD for BRA Board Approval, Zoning Commission.

Army Corps Clean-Up

Assist U.S. Army Corps in environmental clean-up of Navy Yard.

Milestones: Work with Army Corps to get work scheduled with priority projects, demolition and clean-up start and continues.

Charlestown Parcel 7

Develop Parcel 7 Phase I medical center facility.

Milestones: Design review, start construction.

NEIGHBORHOOD HOUSING AND DEVELOPMENT DEPARTMENT

The Neighborhood Housing and Development Department (NHD) works to ensure that residents of Boston's neighborhoods share in the many benefits produced by the area's economy. The department encourages the development and preservation of affordable housing, improves the environment in neighborhoods, and works to increase economic opportunities in neighborhoods that have been neglected in the past. In carrying out its mission, NHD seeks to actively involve residents in the broad range of its plans and projects.

Given the history of inadequate investment in many Boston neighborhoods, NHD programs use available resources to encourage greater private investment in these communities. They encourage the formation and growth of minority business enterprises and community-based nonprofit development organizations, and seek to maximize public benefits from private development projects.

Functions

- Undertake housing production programs which includes site identification, formulation of development programs, designation of development entities, and arranging for gap financing;
- Increase the supply of housing and public benefits through review of projects which require zoning relief;
- Implement the City and BRA goals of fair housing and affirmative marketing through screening, orientation, and monitoring of developers of covered housing, education of staff, and coordination with the Boston Fair Housing Commission;
- Rebuild neighborhood environments by formulating area plans which shape public and private actions;
- Encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises; and
- Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects.

Housing Production Division

NHD will work to implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on creating units that are affordable to low-and moderate-income households and assisting in the siting and provision of special needs

housing. The department will continue to improve access to affordable and market-rate housing in Boston.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Oak Street Village-A

Assist in the development of Chinatown Parcel A Phase I, 19 units, 100% of which will be affordable. (All phases of Parcel A will consist of approximately 150 units, 60% of which will be affordable.)

Milestones: Secure financing commitment for Phase I, apply to ISD, Board of Appeal, Board of Appeal hearing/approval, Final designation, Start construction.

Oak Street Village-B

Assist in the development of Chinatown Parcel B, approximately 75-100 units of housing, at least 70% of which will be affordable.

Milestones: Secure financing, apply to ISD, Board of Appeal, Board of Appeal hearing/approval, Final designation, Start construction.

Oak Street Village-C

Assist in the development of parking facilities of community services facilities.

Milestones: Refinance program, Design review.

Building 104

Coordinate the construction of 46 low income elderly units in Building 104 in Charlestown's Navy Yard.

Milestones: Secure financing, Design development, ction start.

Helen Morton Family Center

Coordinate the development of the Washington Court/Helen Morton Family Center to build 88 units of housing (36 of which will be used as transitional housing for homeless women and children) and a 9,600 square foot day care/social services center.

Milestones: Negotiate acquisition, Initiate community review, Apply for financing, Secure financing, Start Construction, Construction.

C.A.B.

Develop C.A.B. as 15 units of housing, all of which will be affordable.

Lowell Square

Develop 130 affordable housing units Phase I at the Lowell Square site.

Milestones: Determine revised program, Begin community review, Apply for financing, Design review, Secure financing ,Board of Appeal Hearing/Approval.

Community Development Division

NHD will expand economic opportunities that benefit residents of Boston's neighborhoods through the economic inclusion of the community in development, and enhancing the physical and economic environment of Boston's neighborhoods.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

University Associates

The University Associates project is a mixed-use development designed to provide for the long-term needs of the Boston University Medical Center for expanded and upgraded medical research and office space. The project includes the construction of four medical research/office buildings, a 240 room hotel and a 1,000 car parking garage over a ten year development timeframe.

Milestones: :Review response to RFP, Issue PAD Article 31, Zoning Commission approval of Development Plans, Board of Appeal approval of exceptions, Phase I schematic design approval, Review a finalized Master Plan, Review Phase I Development Plan, Review Environmental Impact Report, Finalize LDA, BRA issues adequacy determination plan and execute cooperation agreement.

P-3

Prepare marketing program and prospectus to solicit developer for P-3.

Milestones: Prepare final marketing brochure and prospectus for Parcel P-3 (and Southwest Corridor), Prepare final request for proposals, Prepare marketing survey, Issue brochure and prospectus to solicit potential developer interest, Prepare recommendation for RFP with NCAAA as development partner.

Dudley Square Plan

Complete preparation of the master plan and revitalization program for Dudley Square.

Milestones: Undertake community review of revitalization program, Complete final master plan report.

Parcels 9 & 10

Initiate disposition process for Parcels 9 and 10 under terms of DCPO MOA.

Milestones: Organize CAC according to terms of MOA, Undertake alternative use analysis with citizen advisory committee, Issue RFP.

Blair Site

Prepare interim use plans for the Blair site.

Milestones: Implement improvements, Evaluate success of interim improvements and recommend adjustments.

New Dudley Street II

Complete design plans for construction of New Dudley Street Phase II.

Milestones: Obtain community consensus on major design features of project, Gain 75% design approval from State DPW and Federal Highway Administration, Gain approval of 100% design and bid docs.

South End Development Policy

Work with the South End Working Group to complete the South End Development Policy Plan and bring the plan to the local community for review and comment.

Milestones: Complete revisions to the Development Policy Plan based upon recommendations for Lower Roxbury IPOD area; SETSA, Boston Center for the Arts Development Program; Franklin Institute; and other special study areas identified by the Working Group. Recommend rezoning for portions of the South End to implement the Policy Plan. Continued review of Policy Recommendations based on emerging statistics from the 1990 census. Detail recommendations for new housing, commercial development, open space, and community gardens on remaining vacant publicly-owned parcels in the South End/Lower Roxbury area. Begin to develop design review criteria for all vacant public and private properties consistent with adopted Development Policy. Continue conveyances to South End Land Trust. Continue to identify parcels appropriate for housing to begin to seek BRA Board approval to advertise these parcels for disposition. Secure final approval of Final Development Policy Plan. Initiate the public review of new housing recommendations for the South End. Seek BRA Board Approval of the Policy Plan and rezoning recommendations.

Boston State Hospital

Prepare report which provides an overview analysis of the development potential and constraints of the Boston State Hospital property and outlines actions the City might take to achieve timely development.

Milestones: Prepare work program for preparation of Phase II report based on feedback from policy makers regarding the Interim Report: Forest Hills Park, Prepare Phase II draft report: BSH: A Framework for Action, Prepare final report: Boston State Hospital: A Framework for Action.

NEIGHBORHOOD PLANNING AND ZONING DEPARTMENT

Neighborhood Planning & Zoning conducts and implements planning analyses and zoning initiatives for the neighborhoods of Boston. The department coordinates the public review process, and responds to public requests regarding zoning.

Neighborhood Planning & Zoning oversees the revision and updating of the Zoning Code and provides land use law expertise in drafting and reviewing zoning changes. The department is liaison to and staff for the Zoning Commission, and develops environmental policies and plans.

Neighborhood Planning & Zoning performs institutional planning for the city and coordinates neighborhood input with institutional concerns. It also reviews institutional projects, conducts institutional master planning processes, and develops institutional zoning requirements.

Neighborhood Planning & Zoning integrates environmental policies and land use controls with economic policy to guide growth. The Department also develops regional growth management implementation measures, in particular regarding transportation, air quality, and economic growth issues. The Department reviews Board of Appeal applications, and provides recommendations on the referrals to the Boston Redevelopment Authority Board and Board of Appeal.

FUNCTIONS

- Perform neighborhood planning and zoning studies and master plans; conduct the interim planning and re-zoning process for each neighborhood.
- Develop and implement land use policies for the neighborhoods.
- Revise the Zoning Code; recommend to the BRA Board and Zoning Commissions and implement zoning code and map amendments.
- Complete land use plan and zoning for the Central Artery and develop long range implementation strategies to complete the plan.
- Coordinate institutional master planning process and development reviews with neighborhood planning and zoning processes.
- Review and make planning recommendations on Board of Appeal applications.
- Develop environmental and open space policies.

Neighborhood Planning Division

Develop and establish neighborhood interim zoning plans, conduct comprehensive planning studies, and coordinate related activities leading to the adoption of final zoning regulations. Research and analyze neighborhood zoning issues. Organize effective community participation in neighborhood planning and zoning activities. Coordinate inter- and intra-agency efforts relating to these functions. Review Board of Appeal cases, including but not limited to, variance and conditional use permit applications, interim planning permit applications, and planned development areas (PDAs). Facilitate design review by the Urban Design & Development department as required by the Board of Appeal.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Allston-Brighton

Complete Allston-Brighton permanent zoning and neighborhood plan.

Milestones: Petition Zoning Commission to adopt Allston-Brighton Neighborhood District Zoning.

Dorchester Avenue

Complete permanent zoning, urban design guidelines, and community plan for Dorchester Avenue.

Milestones: Review Dorchester Avenue Zoning with community and submit to BRA Board, Petition Zoning Commission to adopt Dorchester Avenue Zoning.

East Boston

Complete East Boston permanent zoning and neighborhood plan.

Milestones: Conduct final community review, approve neighborhood plan and recommend approval of permanent zoning to BRA Board, Petition Zoning Commission to adopt Jamaica Plain Neighborhood District Zoning.

Jamaica Plain

Develop Jamaica Plain permanent zoning and neighborhood plan.

Milestones: Complete community review of permanent zoning and neighborhood plan, Submit Jamaica Plain Neighborhood District Zoning to BRA Board and petition Zoning Commission for adoption.

West Roxbury

Conduct planning and land use analyses for West Roxbury IPOD.

Milestones: Complete planning and community review, Submit permanent zoning to BRA Board and Zoning Commission.

North End

Complete North End permanent zoning and plan.

Milestones: Complete community review of North End zoning and plan, Submit plan to BRA Board and Zoning Commission for approval.

Mission Hill

Adopt Mission Hill IPOD and begin land use analyses.

Milestones: Conduct land use and planning analyses with consistent community input, Continue land use and planning analyses.

Mattapan

Adopt Mattapan IPOD and begin zoning and land use analyses.

Milestones: Adopt IPOD and initiate zoning and land use analyses.

South Boston

Initiate South Boston zoning and land use analyses.

Milestones: Initiate zoning and land use analyses.

South End

Assist Master Plan process for the South End concerning planning and zoning issues.

Charlestown

Assist in developing Charlestown IPOD.

Institutional Planning Division

Develop and establish an institutional planning framework to allow the City of Boston and its neighborhoods to address the benefits and impacts of the potential expansion of medical, educational, and cultural institutions, within the context of the City's neighborhood planning, economic development, and land use planning. Establish an institutional plan for the City of Boston which allows growth to occur with maximum community benefits and minimal community impacts.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

South Station

Manage Development and Design Review of South Station Air-Rights Project.

Milestones: Execute term sheet with TUDC, Execute Land Disposition Agreement to initiate Phase I Parking Garage.

Zoning And Environmental Land Use Planning Division

Recommend amendments to the Zoning Code for the Neighborhoods after promoting public review and comment on amendments. Provide technical assistance through zoning code revision. Provide land use law expertise in drafting and reviewing zoning changes. The Department is liaison to and staff for the Zoning Commission.

Integrate environmental policy and land use controls with economic policy to guide growth in the City. Work with State Executive Office of Environmental Affairs, MEPA Unit, Department of Environmental Protection, Air Quality and Waterways Division, Coastal Zone Management, MAPC, Boston Transportation Department, Environment Department and Parks Department to develop other environmental programs that benefit the City including reforestation and open space planning.

Develop environmental policies in conjunction with State agencies to reduce air pollution, particularly auto emission pollutants.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives:

New Zoning Code

Recode the Zoning Code.

POLICY DEVELOPMENT AND RESEARCH DEPARTMENT

The Policy Development and Research Department conducts research and analysis on Boston's economy to provide the basis for policy recommendations on planning and development matters. The department collects, creates, analyzes and provides information and projections on demographic and market trends.

The areas of research include trends and projections in population, employment, office and hotel, services and the "new economy"; the housing market; private development and public investment; fiscal, health, education, land use, neighborhoods; developments in Boston and elsewhere that bear on Boston's economy and social well-being.

Functions

- Provide analytic information on trends and prospects for the economy and population of Boston, neighborhoods, the office market prospects for the "new economy"; analyze strategy for growth of the state and metro region economies; analyze prospects for public investment, private development and financing; analyze national policy choices for quality of life and competitiveness.
- Research Boston's housing needs, market conditions, and neighborhood development potential to provide the demographic, housing, and market analyses necessary to formulate long-term planning objectives. Topics include: affordable housing trends and prospects for the nation's large cities; neighborhood based land use information systems.
- Respond to public requests, prepare economic, demographic and related analysis for neighborhood planning purposes.
- Publish economic reports, books and journals; hold conferences on planning and development issues; develop computer network for socio-economic information.
- Enhance our first class library in support of the Boston Redevelopment Authority's planning and development role.
- Develop spatial analysis and display of demographics, housing, and economic base geographies; develop use of our econometric model of the metro-region economy to analyze development policy impacts.
- Develop and recommend policy ideas.
- Respond to requests from the Director's office.

Demographic Research and Reports Division

Survey, research, analyze, and report on City of Boston population, neighborhood, attitudinal and socioeconomic trends. Recommend policy alternatives to address the needs of the people of Boston and to promote the development of affordable housing. Provide information to the public on the Boston Redevelopment Authority's activities and make available the Department's demographic and economic research through a publications program. Organize urban policy and planning conferences. Maintain the library for use by the public and staff.

Key Projects

1990 Census

Arrange, with U.S. Census bureau, the publication of 1990 Census information, by desired geographies; publish population estimate updates.

Economic Research and Reports Division

Conduct analytic research on Boston's economy, including its future prospects and potential, and recommend policy alternatives that foster economic growth; identify public sector roles, assess national policy choices, monitor development, advance use of modeling, econometrics, digital mapping, for economic research and analysis, and inter-industry relations.

Key Projects

Economic Trends

Review and report on current status of the Boston economy including trends in employment, unemployment, productivity income and related data.

Economic Impact Analysis of Development Projects

Use analytic tools to study the impact of development projects, and policy changes, on employment, income and tax revenue yields; examine impact of conversion of defense related industry.

Institutional/Medical/New Technology Potential

Monitor, analyze, and project the potential for institutional expansion, biomedical research, industry growth and high technology potential.

Office Market

Monitor and project the Office Market, Class A & Non-Class A, Boston and Metro Region and respond to special reports for analysis.

REAL ESTATE SERVICES DEPARTMENT

The Real Estate Services Department manages and maintains properties owned by the BRA. These include land and buildings in various stages of the development. The Department also assists the City of Boston with special neighborhood cleanup programs, and is responsible for maintaining an inventory of BRA owned real estate to help in the assembly and disposition of parcels for development.

Functions

- Inspect, evaluate, and adequately maintain BRA owned properties.
- Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs.
- Maintain, repair and renovate offices.
- Maintain complete records of liability insurance for tenants and contractors.
- Maintain real estate inventory records and manage the acquisition and disposition of property from other agencies.
- Assist in assembling land for development.
- Represent the Boston Redevelopment Authority at the City's Real Property Clearinghouse Project.
- Prepare monthly status reports on BRA owned property.
- Maintain, reproduce and update the inventory of city maps for the BRA's mapping reproduction unit.
- Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives locations.
- Prepare and administer equipment, service, and supplies contracts for the maintenance of BRA property.

Property Management Division

Maintain the BRA's land and buildings to maximize each property's value and potential benefit to the public according to all existing Federal, State, and municipal laws, codes, and regulations.

Real Estate Evaluation and Research Division

Conduct research on the acquisition, disposition, and evaluation of property for the BRA. Organize and assist in the acquisition, disposition, and evaluation of property by the BRA.

Key Projects

COB Open Space Transfers

Work with NHD and General Counsel to resolve outstanding tax issues on approximately 13 parcels to be transferred to the City of Boston for open space, parking, and housing uses.

Dedesignations

Work with NHD to dedesignate a half dozen inactive projects for future housing development.

Campus High

Complete transfer of Campus High parcel to City of Boston.

Carter School

Work with General Counsel to complete the transfer of the Carter School to the City of Boston.

Facilities Management Division

Maintain, repair, and renovate BRA offices and facilities. Provide courier and transportation services between City Hall and other offices. Also provide prints of maps, site plans and aerial photography to BRA staff, state, county, and city departments, as well as to the public.

URBAN DESIGN & DEVELOPMENT DEPARTMENT

Urban Design and Development provides comprehensive planning and design services for the downtown special studies areas and manages the Midtown Cultural District Plan. The Department reviews of all major projects, both private and public, within the Downtown and Back Bay areas. Urban Design and Development manages the disposition of all BRA and selected City owned land and buildings in central Boston. The Department reviews, with other BRA departments, major institutional and selected neighborhood residential and commercial projects.

FUNCTIONS

- Manage development and design review of downtown, selected neighborhood, and major institutional development proposals, with particular emphasis on priority projects of the BRA.
- Prepare and distribute developers kits for major BRA owned and selected City owned disposition parcels.
- Analyze the financial aspects of a variety of public and private development proposals.
- Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments.
- Develop district design studies for the selected special study areas designated in the new Downtown Zoning and assist those departments completing comparable studies elsewhere in the City.
- Carry out design review on all projects in the downtown and neighborhoods approved by the Board of Appeals subject to BRA Design Review.

Downtown Development and Design Review Division

Manage development review process pursuant to Article 31 for development proposals, giving particular emphasis to major capital investment projects which promote the new economy and Midtown Cultural District proposals. Manage or assist other departments in managing the disposition of selected publicly-owned parcels to achieve critical policy objectives. Manage or assist other departments in managing development review of major back office/medical research development proposals. Provide information and education on Boston's development review process. Make recommendations on Downtown Board of Appeal referrals.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Boston Garden

Conduct development review of the New Boston Garden Development. As currently planned, Phase I involves the construction of a multi-purpose sports arena adjacent to the existing Boston Garden. Phase II will include two buildings, one office and one office/hotel, an approximately 1,100-space underground parking garage and a multi-story public concourse. Four levels of retail and related uses, including train ticketing facilities, will be located in the bases of the office buildings surrounding the concourse. Phase III will create an office and/or hotel building on Nashua Street to the west of the new Boston Garden.

Milestones: Approval of contract documents for Arena, Development review approval of commercial component.

Hinge Block

Conduct development review of Hinge Block proposal for a mixed-use office, residential, and retail project.

Milestones: Developer designation.

Custom House

Conduct development review of the Custom House. The original Custom House will be commercially redeveloped as a hotel in conjunction with 131 State Street with strict adherence to preservation standards and public access to historical areas.

Milestones: Lease execution, MHC/BLC approvals of Historic Structures Report, Construction start.

Boston Crossing

Work with Chemical Bank - mortgage in possession to market site for (i) redevelopment of Lafayette Mall/Hotel; (ii) potential inclusion of Hayward Place for development.

Milestones: Redesign and analysis, Financial analysis, Prepare marketing strategy with mortgagee, Solicit new development proposals, Select development team.

Parcel 18/Ruggles Center

Conduct development review for a mixed-use development at Parcel 18/Ruggles Center in Roxbury. This multi-phase project includes 3 office buildings, a hotel, and a garage.

Milestones: Execute sale and construction agreement, DCPO execute lease, MBTA/BRA agreement, Design development approval for garage, Contract document submission for office and garage, Contract document approval for office and garage, Execute public parking covenant agreement with State.

90 Tremont

Market site for new development proposal. Conduct development review of 90 Tremont Street, a proposal to develop the Dini's site on Tremont Street for office use along with air-rights development over the adjacent Tremont Temple. Purchase of the air-rights would fund the restoration of the Temple, a Class III historic building and restoration of Converse Hall, an 1,800 seat auditorium which would be made available for cultural uses.

Milestones: Approach FDIC with interested development teams, Redesign and analysis, Financial analysis, Prepare marketing strategy with mortgagee, Solicit new development proposals, Select development team, Start Article 31 review process.

One Lincoln/Ruggles

Conduct design review for Parcel-to-Parcel Linkage Program, including One Lincoln Street downtown and Ruggles Center in Roxbury. (Pending market change.)

Downtown and Neighborhood Design Division

Develop and carry out a community-based, comprehensive planning process for each of the Downtown Special Study areas created by the Downtown Zoning. Coordinate other departments in preparation of Downtown Special Study Area analyses.

Assist NHD in carrying out Design Review for affordable housing projects. Make recommendation to NPZ staff on all neighborhood Board of Appeals projects and carry out Design Review on all such projects. Assist NPZ in all urban design studies that are identified as part of the various neighborhood rezoning programs.

Key Projects: Projects which critically contribute to the achievement of essential City and BRA objectives.

Downtown Special Study Areas

Complete comprehensive community planning, urban design analyses and zoning for Special Study Areas created by Downtown Zoning: Financial District, Cambridge Street (south side), Government Center/Markets, Bulfinch Triangle, the Hinge Block, and Stuart Street Blocks.

Milestones: Hinge Block Zoning Commission, Bulfinch Triangle Zoning Commission, Cambridge Street-Zoning Commission, Financial District-Zoning Commission, Stuart Street-BRA Board Public Hearing, Stuart Street-Zoning Commission.

Park Square

Conduct development review of the Park Square parcel, the last remaining site in the Park Plaza Urban Renewal area, which is irregularly configured and relatively small. The Parcel-to-Parcel II Linkage development connects the Park Square site downtown to the Washington Street site in the South End.

Milestones: Review viability of current proposal.

Chinatown

Conduct disposition process/development review of Chinatown parcels, including Oak Street Village and Parcel P-12 (Don Bosco site).

Milestones: Oak Street Village Parcel Delivery Plan, Design Development Approval for Parcel 1B, Final Designation.

Landscape Design Division

Assist in the design and review of open spaces and projects to assure high quality landscape design of proposed open/public spaces. Prepare design guidelines and provide project coordination for public realm projects and private development on public land.

FY92 CAPITAL BUDGET

2

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Executive Summary

This review of the Capital Improvement Projects Program was undertaken by the Boston Redevelopment Authority and written in September, 1991. Of particular significance in assessing the Authority's success in these capital improvement projects is the fact that during the past fiscal year, seven projects progressed to the construction phase. Of the ten projects now under construction, seven will be closed out before the end of calendar year 1991. Added to these achievements is the successful completion of the Authority's most elaborate and visible capital improvement project, the reconstruction of Copley Square Park. Moreover, the entire scope of the Authority's capital improvements program has been greatly reduced from recent years. This report outlining the Authority's capital improvement program for fiscal year 1992 identifies twenty-two projects, ranging in status from under construction to program development. A similar report done for fiscal year 1989, only three years ago, identified eighty capital improvement projects in their various stages. Even more important is the fact that those projects now in the planning and program development stages - the Custom House, Ruggles Center/Parcel 18, Medford Street and others - tend to focus upon the use of capital improvement funds to stimulate and complement the goals of economic revitalization and growth. The review classifies each project according to its status from inception to completion. The Authority's program of over \$25,400,000 in current, authorized and planned Capital Improvements will create approximately 450 jobs and represents a continuing commitment to the economic vitality and the quality of life in Boston and its neighborhoods.

- **"Construction"** lists ten projects now underway and nearing completion. This investment of over \$8,100,000 in capital funding includes major improvements to existing public areas in the South End, the Fenway and the Charlestown Navy Yard.
- **"Bidding Authorized"** represents four projects where design and engineering progress now allows the Authority to seek bids for construction with goal of moving towards actual construction during fiscal year 1992. Street and sidewalk improvements and related water and sewer improvements are committed to sections of Charlestown. Over \$4,600,000 in capital improvements are included in this section.
- **"Design/Consultant Selected"** lists those projects undergoing continuing design/engineering improvements and review by the affected communities. The Authority is coordinating efforts among other agencies, such as the City of Boston Public Works Department and the Commonwealth of Massachusetts Department of Public Works, which will be responsible for the actual construction of some of the projects included in this section. This ambitious program, encompassing improvements of some \$3,100,000, includes street and roadway work in the South End and Roxbury, repair to the Chinatown Gate and the creation of a new plaza for Parcel 18, judged to be an important catalyst in the revitalization of that neighborhood.
- **"Program Development"** Planned improvements are included on a broad range of efforts, including site work and amenities to complement the historical rehabilitation of the Custom House, improvements in the Park Square area, and infrastructure repairs in and around the Castle Square development in the South Cove, using public monies to leverage private funds for repairs, maintenance and the continued affordability of those housing units. Expected costs for these projects now in the Program Development stage total over \$5,700,000.
- **"Program Development (Inter-governmental)"** In this section, the Authority seeks to assist in the reconstruction of Pier 3 in the Charlestown Navy Yard for public use, and to explore the feasibility of a long range traffic mitigation plan for Charlestown and the waterfront by means of a by-pass road along a rail right-of-way. Expected costs for the projects contained in this section are nearly \$3,900,000.

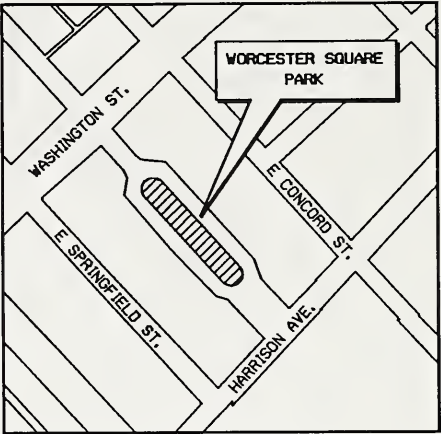
CONSTRUCTION

Background

Worcester Square Park, originally laid out in 1851 as part of a residential development, had greatly deteriorated. Authority staff worked closely with neighborhood residents toward the restoration of this historic park. Included in the work was a new fountain, decorative fencing, tree and shrub planting, and lighting.

Status99% Construction

Bids for construction were opened on June 21, 1988. A resident engineer was approved on September 29, 1988. Originally, the bids exceeded the funds available, and the project was divided into two phases. Construction commenced on April 24, 1989. OCP budgeted additional funds in FY 1989, and a change order was approved April 19, 1990, allowing the entire project to proceed. The granite fountain and a bronze statue by Gene Cauthen have been erected in the center of the park. We are now moving towards final completion and closeout of the project, with only minor punchlist items remaining. Final closeout is expected in November, 1991.



Team

Lead Department	EDS
Liaison	Dave Baker
Chief Project Engineer	William Barbato
Landscape Staff	Patrice Todisco
Design Consultant	C.E. Maguire
Resident Engineer	Bryant Associates
Contractor	Brightway Construction

Cost

Design	99,200
Construction	573,908
Resident Engineer	52,000
Total	725,108

Worcester Square Park Schedule

Funding approval	 June 1989
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	 7/8/88
Receive proposals	 7/13/88
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	 5/12/88
Advertisement for bids	 5/26/88
Bids received	 6/21/88
Board award construction contract	 2/16/89
Pre-construction conference	 4/4/89
Notice to proceed	 4/24/89
Contract completion date	 10/91
Close out	 11/91

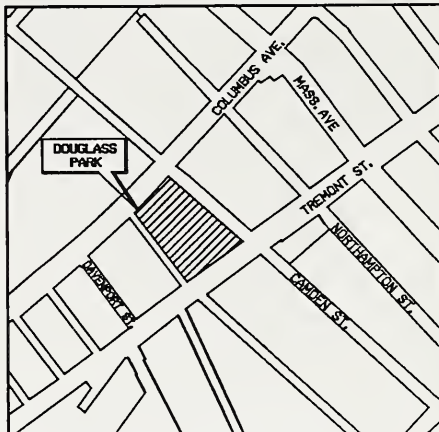
Background

To complement the Douglass Plaza Housing Development, the BRA is constructing Douglass Park, a new street between Columbus Avenue and Tremont Street, and a small plaza on the site. Scheduled work includes new street pavement, brick on bituminous concrete sidewalks, street lighting and trees.

Status

99% Construction

H. W. Moore was selected as the engineering and design consultant on the 26th of January 1989. The firm of Schreiber & Associates provided site planning and landscape architectural input. Todesca Equipment Co. was awarded the construction contract with a bid of \$656,026 on October 26, 1989. Final construction and closeout is expected on or before November 1, 1991.



Team

Lead Department	EDS
Chief Project Engineer	William Barbato
Construction Engineer	Bill Adams
Landscape Staff	Ann Johnson
Design Consultant	H.W. Moore
Contractor	Todesca Equipment Co.

Cost

Design & Resident Eng.	84,500
Construction	882,200
Total	966,700

Douglass Plaza Schedule

Funding approval	 1987
Board approval solicitation	 10/13/88
Solicit RFQ	 10/14/88
Short list firms	 11/9/88
Issue RFP	 11/15/88
Receive proposals	 12/2/88
Staff recommend consultant	 1/26/89
Board approve consultant	 1/26/89
Contract signed	 1/27/89
Preliminary design	 4/5/89
50% contract documents	
Bid documents complete	 11/89
Board authorize bidding	 7/27/89
Advertisement for bids	 9/27/89
Bids received	 10/17/89
Board award construction contract	 10/26/89
Pre-construction conference	 11/10/89
Notice to proceed	 11/30/89
Contract completion date	 10/1/91
Close out	 11/1/91

Background

Shipyard Park Phase I, in the Charlestown Navy Yard, includes a large, gently rolling landscaped area with tree-lined paths, shrubs, flower beds, a children's playground, and a large granite fountain designed to evoke the industrial quality of the Yard. Phase I of Shipyard Park, was completed in 1982 at a total cost of \$2.3 million. Phase II included Pier 4 which features a public dock to serve as the home for the Courageous Sailing Center, a boating program for Boston's youth. Many public waterfront festivities take place on or in proximity to Shipyard Park, such as the Tugboat Muster, the Antique Boat Regatta, and the BRA's Harborpark Day.

Status

99% Construction

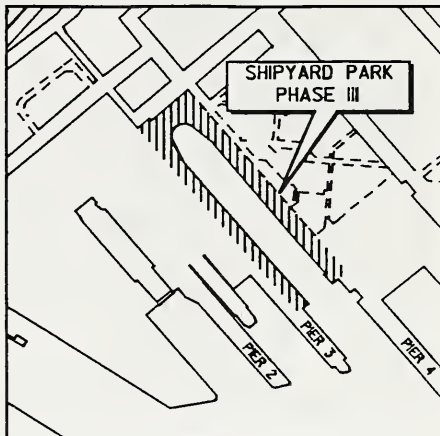
The UDAG funds were utilized available to complete the portion of the park improvements, known as Shipyard Park Phase III. This phase of work includes improvements to the historic Drydock 2 which dates from the 1890's. Drydock 2 is permanently flooded. The completed improvements include, a pedestrian promenade constructed around its perimeter with appropriate lighting, landscaping, and benches. The fencing and landscape improvements will serve to integrate the park with the Boston National Historical Park area, and the proposed Constitution Museum extension. The work is now substantially complete. Final punchlist items will be finished and the contract closed on or about November 1, 1991.

Team

Lead Department	EDS
Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Construction Engineer	Basil Adams
Design Consultant	Browne & Rowe
Contractor	McCourt Construction

Cost

Demolition	138,500
Design	243,930
Construction	1,378,706
Total	1,761,135



Shipyard Park Schedule

Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	.	.
Solicit RFQ	.	.	.	.	12/12/84
Short list firms	.	.	.	.	2/14/85
Issue RFP	.	.	.	.	.
Receive proposals	.	.	.	.	1/11/85
Staff recommend consultant	.	.	.	.	.
Board approve consultant	.	.	.	.	3/21/85
Contract signed	.	.	.	.	5/31/85
Preliminary design	.	.	.	.	.
50% contract documents	.	.	.	.	.
Bid documents complete	.	.	.	.	.
Board authorize bidding	.	.	.	.	3/6/86
Advertisement for bids	.	.	.	.	4/5/86
Bids received	.	.	.	.	4/22/86
Board award construction contract	.	.	.	.	9/9/86
Change Order	.	.	.	.	(11/15/90)
Notice to proceed	.	.	.	.	(11/15/90)
Contract completion date	.	.	.	.	.
Close out	.	.	.	.	(11/1/91)

Background

Scheduled street improvements for Contract J-2 include bituminous street pavement and brick sidewalks, street trees, and acorn lighting. The streets in Contract J-2 are:

- Dartmouth Place - Dartmouth to End
- West Canton Street - Warren to Tremont
- Montgomery Street - West Canton to Union Park Street.
- Pembroke Street - Warren to Tremont
- East Concord Street - Washington to Harrison

However, Dartmouth Place will retain existing streetlights, and the narrowness of this street makes the installation of street trees impractical.

Status 95% Construction

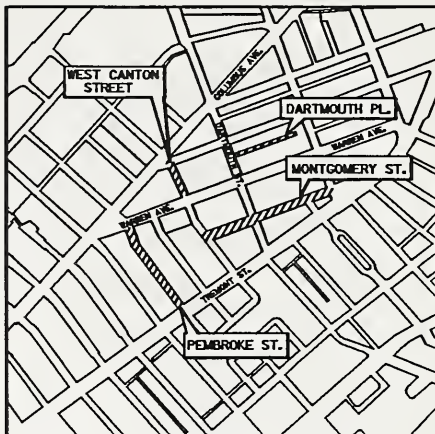
Bids were opened June 20, 1990, and Todesca Equipment Co. was recommended to the Board as the contractor. Construction began in September of 1990 and will be complete in November of 1991.

Team

Lead Department	EDS
Liaison	Dave Baker
Engineer	William Barbato
Consultant	Bryant Associates
Contractor	Todesca Equipment

Cost

Design - Maguire	185,616
Design - Bryant	22,030
Construction	1,198,000
Resident Engineer	114,708
Total	1,519,354



South End St. Improvements Contract J-2

Funding approval	
Board approval solicitation	
Solicit RFO	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	6/20/90
Board award construction contract	
Pre-construction conference	
Notice to proceed	9/1/90
Contract completion date	11/1/91
Close out	12/1/91

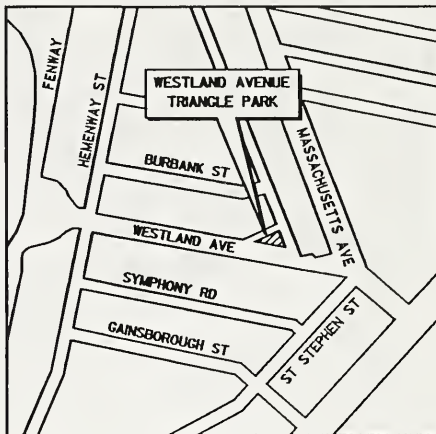
Background

A result of major roadway realignments associated with the Fenway Urban Renewal Plan was the creation of a large/triangle island at the corner of New Ederly Road and Westland Avenue. Originally intended to be improved with funds from an Urban System grant for Massachusetts Avenue, the triangle remained unimproved and a major concern for area residents, businesses, and institutions. Its transformation into an urban park is an important community benefit.

Status

90% Construction

Robert Stevenson and the Boston-Fenway Program Inc. have been working with Authority staff to design a mini-park for the site. As a result of a competition held by the Institute of Contemporary Arts, a sculpture will be donated. The artist, Taylor McLean is a Fenway resident. The BRA Board awarded the construction contract to Mario Susi Brothers, Inc. on August 15, 1990. Completion and close out of this project is scheduled for the November, 1991.



Team

Lead Department	EDS
Manager	Richard Burke
Landscape Staff	Patrice Todisco
Chief Project Engineer	Basil Adams
Consultant	Universal Engineering
Contractor	Mario Susi & Son

Cost

Design	38,000
Construction	183,000
Total	221,000

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFO	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	.
Advertisement for bids	.	.	.	.	.	.
Bids received	.	.	.	.	.	.
Board award construction contract	.	.	.	.	.	.
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.
Contract completion date	.	.	.	.	.	10/91
Close out	.	.	.	.	.	11/91

Background

The project consists of new brick sidewalks and street trees to complement 20 units of recently completed affordable housing at the intersection of Tremont and Church Streets. The Boston Public Works Department will provide routine maintenance.

Status99%Construction

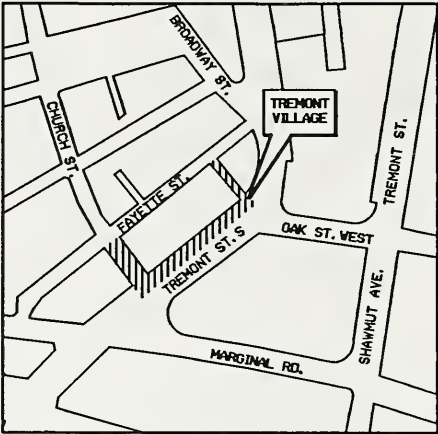
The BRA Board awarded the construction contract to Mario Susi Brothers, Inc. on August 15, 1990. Construction began in the fall of 1990. Work is now substantially completed and contract closeout is expected on or before November 1, 1991.

Team

Lead Department	EDS
Manager	Richard Burke
Liaison	Dave Baker
Engineer	Basil Adams
Landscape Staff	Ann Johnson
Consultant	Bayside Engineering
Contractor	Mario Susi & Son

Cost

Design	33,000
Construction	250,000
Total	283,000



Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	.	.
Solicit RFQ	.	.	.	.	.
Short list firms	.	.	.	.	.
Issue RFP	.	.	.	.	.
Receive proposals	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.
Board approve consultant	.	.	.	.	.
Contract signed	.	.	.	.	.
Preliminary design	.	.	.	.	.
50% contract documents	.	.	.	.	.
Bid documents complete	.	.	.	.	.
Board authorize bidding	.	.	.	.	.
Advertisement for bids	.	.	.	.	.
Bids received	.	.	.	.	.
Board award construction contract	.	.	.	.	.
Pre-construction conference	.	.	.	.	.
Notice to proceed	.	.	.	.	.
Contract completion date	.	.	.	8/91	.
Close out	.	.	.	11/91	.

Background

At the request of the Shawmut Avenue Neighborhood Association, the Authority prepared engineering estimates for the reconstruction of Shawmut Avenue between Upton and East Berkeley Streets. Scheduled work includes new street pavement, brick sidewalks, trees, and street lighting.

Status90% Construction

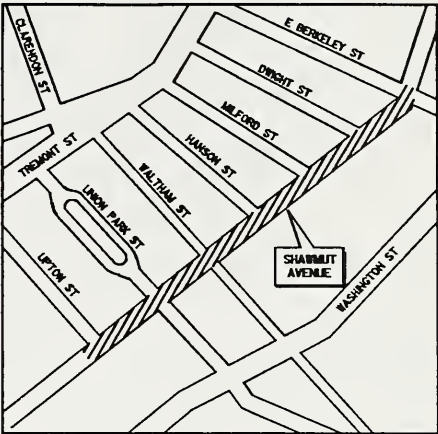
On March 14, 1991, the Board awarded the construction contract to Mario Susi and Son. Work is now underway, with brick and concrete sidewalks and skim coat of the street completed. Final paving of the street will be done by November of 1991, with a contract closeout in Spring, 1992.

Team

Lead Department	EDS
Manager	Richard Burke
Liaison	Dave Baker
Chief Project Engineer	William Barbato
Consultant	Bryant Associates
Construction	Mario Susi and Son

Cost

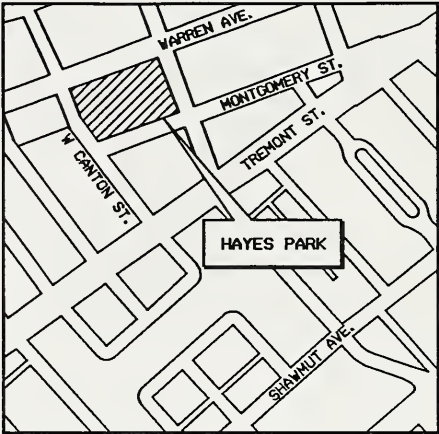
Design	166,028
Construction	716,492
Total	882,520



Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	.
Advertisement for bids	.	.	.	.	.	.
Bids received	.	.	.	.	.	.
Board award construction contract	3/14/91	.	.	.	.	.
Pre-construction conference	.4/1/91	.	.	.	.	.
Notice to proceed	.5/1/91	.	.	.	.	.
Contract completion date	10/15/91	.	.	.	.	.
Close out	.5/1/91	.	.	.	.	.

Background

Located at the corner of West Canton Street and Warren Avenue in the South End Project Area, the BRA designed and built a temporary park in 1969 on the site of a church that had been destroyed by fire. Immediately after construction the park began to settle, causing the edge of the playground and pavement to buckle and in some cases pull up completely. The park has yet to stabilize. Other problems include a wall which is in a state of disrepair and a grassy slope that has created an isolated area. Play equipment for children is also in poor condition. Since its construction, the park has not received capital funds.



Status 75% Construction

A neighborhood group has formed the Friends of Hayes Park to secure funding for necessary park improvements, including filling the subsurface to prevent further settling, fencing the park, redesigning the play area and adding equipment and additional trees. On March 14, 1991, the Board voted to award a construction contract to Jon B. D'Allesandro Construction. Work is proceeding now, with substantial completion expected in November, 1991, and final closeout in Spring, 1992.

Team

Lead Department	EDS
Manager	Richard Burke
Landscape Staff	Anne Johnson
Chief Project Engineer	William Barbato
Design/Resident Eng.	Paul C.K. Lu Associates
Geotechnical Consultant	Haley & Aldrich
Contractor	Jon B. D'Allesandro

Cost

Design	95,925
Construction	272,482
Total	368,407

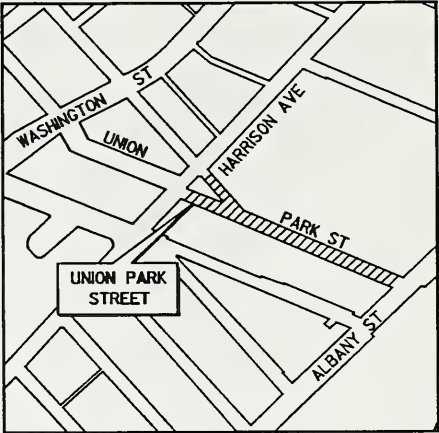
Hayes Park Schedule

Funding approval	June 1989
Board approval solicitation	9/29/88
Solicit RFQ	10/14/88
Short list firms	11/16/88
Issue RFP	12/5/88
Receive proposals	12/15/88
Staff recommend consultant	5/25/89
Board approve consultant	12/4/89
Contract signed	4/12/89
Preliminary design	4/12/90
Community meeting	5/1/90
Bid documents complete	
Board authorize bidding	6/14/90
Advertisement for bids	9/28/90
Bids received	10/8/90
Board award construction contract	3/14/91
Pre-construction conference	4/1/91
Notice to proceed	5/1/91
Contract completion date	11/15/91
Close out	5/1/92

Background

As a result of a major BWSC project on Union Park Street, the streets that initially comprised Contract E-2 were reprogrammed to expedite their reconstruction. With the BWSC work complete, Union Park Street is the only street in contract E-2. The close proximity of Waltham Square, called Monsignor Lally Park by the BRA, has found it most convenient to combine the Lally Park restoration with the Union Park Street reconstruction. The park contains two of the largest and finest specimens of English Elms in the Boston area. It is feared that if the projects are to be completed separately, the disruption caused by construction may permanently damage these trees.

- Union Park Street
- Monsignor Francis J. Lally Park



Status

80% Construction

Since the Contract E-2 and Lally Park have been combined, Bryant Associates will be the engineer for the street portion of the work, and Moriece & Gary has been retained as the landscape architect for Lally Park. On March 14, 1991, the Board awarded a construction contract to Mario Susi and Son. Work is now well underway and completion is expected in mid-October, 1991.

Team

Lead Department	EDS
Manager	Richard Burke
Chief Project Engineer	William Barbato
Consultant/Resident Eng.	FST/Moriece & Gary
Contractor	Mario Susi

Cost	Bid	Billed	Estimate
Design	Moriece & Gary		26,000
Design	Fay, Spofford & Thorndike		27,020
Resident Engineer			50,000
Construction			290,524
Total			393,544

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	.
Advertisement for bids	.	.	.	.	.	.
Bids received	.	.	.	.	.	.
Board award construction contract					3/14/91	
Pre-construction conference	.	.	.	.	4/1/91	
Notice to proceed	.	.	.	.	4/15/91	
Contract completion date	.	.	.	.	10/15/91	
Close out	.	.	.	.	11/15/91	

St. Botolph Street

Background

In response to major Back Bay improvements, Authority staff have worked closely with the St. Botolph Citizens' Committee and the City of Boston Department of Public Works to develop a framework for planning and implementing streetscape and traffic improvements for the St. Botolph Street neighborhood. The plan proposes the replacement of existing lighting fixtures with acorn lighting, brick sidewalks, and street trees, upgrading of alleyways, street repair and pedestrian connections to the Southwest Corridor Parkland from the cross streets.

Status 20% Construction

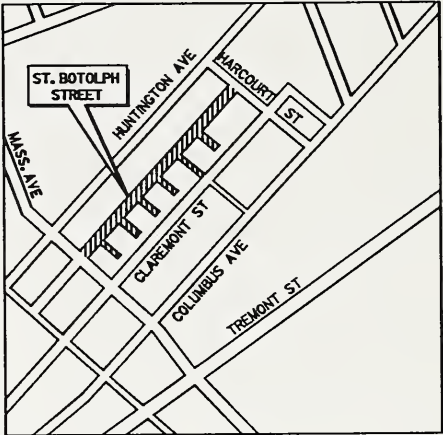
On June 14, 1989, Fay, Spofford & Thorndike was selected as consultant for the design and engineering of improvements to St. Botolph Street, between Harcourt and West Newton Streets. On August 26, 1991, final agreement was reached among the BRA, PWD and OCP for funding of the St. Botolph Street project. The contract has been awarded to Mario Susi and Son, Construction commenced in September, 1991, and completion and closeout is expected in the Spring of 1992. On August 26, 1991, final agreement was reached among the BRA, PWD and OCP for funding of the St. Botolph Street project. The contract has been awarded to Mario Susi and Son. Construction commenced in September, 1991, and completion and closeout is expected in the Spring of 1992. The responsibility for the construction of these improvements will rest with the City of Boston Department of Public Works.

Team

Lead Department	EDS
Manager	Paul Reavis
Landscape Staff	Ann Johnson
Chief Project Engineer	Basil Adams
Consultant	Fay, Spofford & Thorndike
Contractor	Mario Susi & Son

Cost

Design/Resident Eng.	127,000
Construction	550,443
Total	667,443



St. Botolph Street Schedule

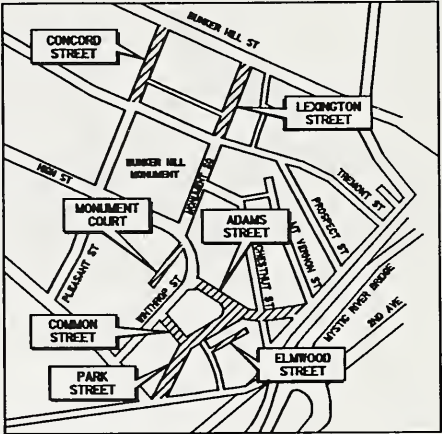
Funding approval	.	.	.	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	.	.	.	.
Advertisement for bids	.	.	.	.	.	.	.	.	.
Bids received	.	.	.	.	.	.	.	.	.
Board award construction contract	.	.	.	.	.	.	.	.	.
Pre-construction conference	.	.	.	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.	.	.	.
Contract completion date	.	.	.	.	.	.	.	.	.
Close out	.	.	.	.	.	.	.	.	.

BIDDING AUTHORIZED

Background

Work will include street and sidewalk paving, trees, lighting and storm drain improvements. Contract V-4 provides for street improvements in the Adams Training Field Area of Charlestown. Streets included in this contract are:

- Adams Street - Winthrop St. to Lowney Way
- Common Street - Winthrop St. to Adams St.
- Concord Street - Monument Sq. to Bunker Hill St.
- Ellwood Street - Putnam to end
- Lexington Street - Monument Sq. to Bunker Hill St.
- Monument Court - Winthrop St. to end, and
- Park Street - Common St. to Warren St.



Status

Bidding Authorized

Design work is complete for Contract V-4. On April 19, 1990, the Board authorized permission to advertise the four Charlestown contracts as one bid package. Since that time, BRA staff has successfully completed negotiations with Boston Water and Sewer Commission to agree upon the funding for BWSC work and reviewed the entire project with the community groups particularly in regards to issues of traffic mitigation, Final construction documents have been amended to reflect those changes.

Team

Lead Department	EDS
Project Manager	Richard Burke
Liaison	Jim Sullivan
Chief Project Engineer	Bill Barbato
Consultant	Edward & Kelcey

Cost

Design	100,000
Construction	1,100,000
Total	1,200,000

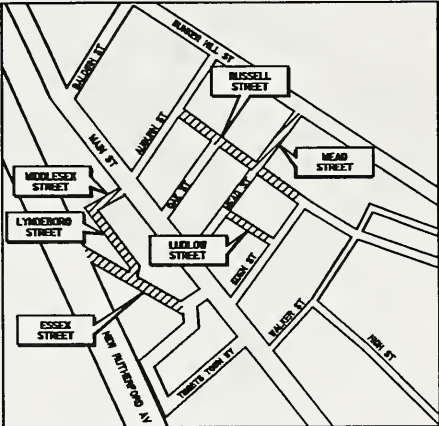
Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	.	4/19/90
Advertisement for bids	.	.	.	.	.	.
Bids received	.	.	.	.	.	6/14/91
Board award construction contract	.	.	.	.	.	.
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.
Contract completion date	.	.	.	.	.	.
Close out	.	.	.	.	.	.

Background

Work will include street and sidewalk paving, trees, lighting and storm drain improvements. Contract W-4 provides for improvements to the following streets in the Mishawum area of Charlestown:

- Essex Street-Rutherford Ave. to Lyndeboro St.
- Ludlow Street-Mead St. to Eden Street
- Lyndeboro Street-Middlesex St. to Essex St.
- Mead Street-Russell St. to Bunker Hill St.
- Middlesex Street-Lyndeboro St. to Main St., and
- Russell Street-Auburn St. to Eden Street.



Status

Bidding Authorized

Design work is complete for Contract W-4. On April 19, 1990, the Board authorized permission to advertise the four Charlestown contracts as one bid package. Since that time, BRA staff has successfully completed negotiations with Boston Water and Sewer Commission to agree upon the funding for BWSC work and reviewed the entire project with the community groups particularly in regards to issues of traffic mitigation, Final construction documents have been amended to reflect those changes.

Team

Lead Department	EDS
Project Manager	Richard Burke
Liaison	Jim Sullivan
Chief Project Engineer	Bill Barbato
Consultant	Edwards & Kelcey

Cost

Design	105,000
Construction	910,000
Total	1,015,000

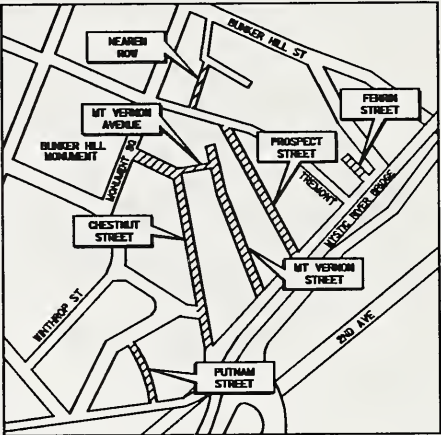
Mishawum Area Street Improvements
Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	4/19/90	.
Advertisement for bids	.	.	.	.	11/90	.
Bids received	.	.	.	.	.	.
Board award construction contract	.	.	.	.	6/14/91	.
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.
Contract completion date	.	.	.	.	.	.
Close out	.	.	.	.	.	.

Background

Work will include street and sidewalk paving, trees, lighting and storm drain improvements. Contract V-2 provides for improvements to the following streets in the Mt. Vernon Street Area of Charlestown:

- Chestnut Street-Monument Sq. to Lowney Way
- Mt. Vernon Avenue-Chestnut St. to Mt. Vernon St.
- Mt. Vernon Street-Lowney Way to end
- Nearen Row-Tremont St. to Ferrin St.
- Seminary Street-Austin St. to Lawrence St. (not on map.)
- Prospect Street-Lowney Way to Tremont Street, and
- Putnam Street-Lowney Way to Common Street.
- Ferrin Street - Lowney Way to End.



Status Bidding Authorized

Design work is complete for Contract V-2. On April 19, 1990, the Board authorized permission to advertise the four Charlestown contracts as one bid package. Since that time, BRA staff has successfully completed negotiations with Boston Water and Sewer Commission to agree upon the funding for BWSC work and reviewed the entire project with the community groups particularly in regards to issues of traffic mitigation, Final construction documents have been amended to reflect those changes

Team

Lead Department	EDS
Project Manager	Richard Burke
Liaison	Jim Sullivan
Chief Project Engineer	Bill Barbato
Consultant	Edwards & Kelcey

Cost

Design	90,000
Construction	1,290,000
Total	1,380,000

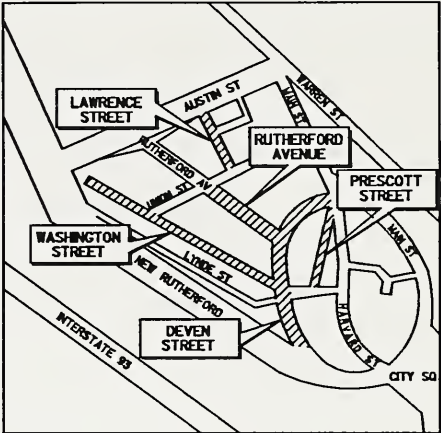
Contract V-2 Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receive proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	4/19/90	.
Advertisement for bids	.	.	.	.	6/14/91	.
Bids received	.	.	.	.	.	.
Board award construction contract	.	.	.	.	11/90	.
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.
Contract completion date	.	.	.	.	5/92	.
Close out	.	.	.	.	.	.

Background

Street Improvements Contract X-2 provides for improvement to the following streets in the Rutherford Avenue Area of Charlestown:

- Devens-Main to Rutherford Avenue
- Lawrence Street-Austin St. to Union St.
- Prescott Street-Devens St. to Washington St.
- Old Rutherford Avenue-Union St. to City Square, and
- Washington Street-Austin St. to Old Rutherford Ave.



Status

Bidding Authorized

Design work is complete for Contract X-2. On April 19, 1990, the Board authorized permission to advertise the four Charlestown contracts as one bid package. Since that time, BRA staff has successfully completed negotiations with Boston Water and Sewer Commission to agree upon the funding for BWSC work and reviewed the entire project with the community groups particularly in regards to issues of traffic mitigation, Final construction documents have been amended to reflect those changes

Team

Lead Department	EDS
Manager	Richard Burke
Liaison	Jim Sullivan
Chief Project Engineer	Bill Barbato
Consultant	Edwards & Kelcey

Cost

Design	117,823	108,000
Construction		900,000
Total	117,823	1,008,000

Contract X-2 Schedule

Funding approval	.	.	.	.	.	.
Board approval solicitation	.	.	.	.	.	.
Solicit RFQ	.	.	.	.	.	.
Short list firms	.	.	.	.	.	.
Issue RFP	.	.	.	.	.	.
Receiv proposals	.	.	.	.	.	.
Staff recommend consultant	.	.	.	.	.	.
Board approve consultant	.	.	.	.	.	.
Contract signed	.	.	.	.	.	.
Preliminary design	.	.	.	.	.	.
50% contract documents	.	.	.	.	.	.
Bid documents complete	.	.	.	.	.	.
Board authorize bidding	.	.	.	.	4/19/90	.
Advertisement for bids	.	.	.	.	6/14/91	.
Bids received	.	.	.	.	.	.
Board award construction contract	.	.	.	.	11/90	.
Pre-construction conference	.	.	.	.	.	.
Notice to proceed	.	.	.	.	.	.
Contract completion date	.	.	.	.	5/92	.
Close out	.	.	.	.	.	.

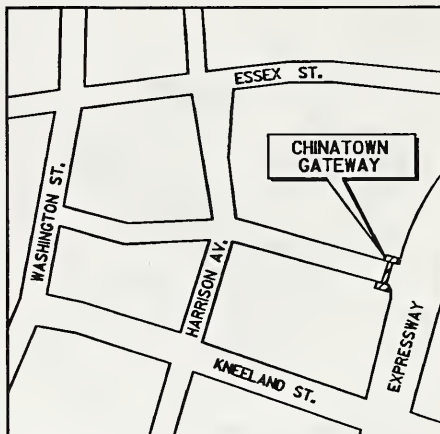
DESIGN/CONSULTANT HIRED

Background

The Chinatown Gateway was constructed by the Authority in 1982, with \$335,000.00 from the Edward Ingersoll Browne Fund. Tiles, ornaments and sculpture were contributed by the Republic of China and local handling and storage contributed by the Chinese Consolidated Benevolent Association. It was impossible to foresee, however, that differences in climate between Boston and the Republic of China would soon cause the disintegration of the roof tiles, thereby creating an unsafe situation for pedestrians. Temporary repairs have been made, including the removal of all ceramic roof tiles and the installation of temporary roofing.

Status 70% Designed/Consultant Hired

A preliminary budget of \$220,000 has been established for this cooperative project between the Authority and the Chinatown community. This budget covers anticipated expenses, including labor for restoration and reconstruction, engineering and design services, additional laboratory testing of materials, and consultant services. New roofing tiles and technical assistance will be donated by the Republic of China via the Coordinating Council for North American Affairs. Jung Brannen has been selected as the consultant for the restoration process.



Team

Lead Department	EDS
Manager	Richard Burke
Liaison	Dave Baker
Chief Project Engineer	Dick Hong
Consultant	Jung Brannen
Cultural Consultant	Tso Associates

Cost Estimate

Design	39,000
Cultural Consultant	10,000
Construction	220,000
Total	269,000

Chinatown Gate Schedule

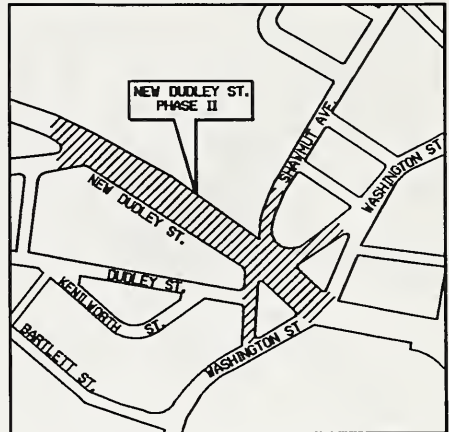
Funding approval	 June 1988
Board approval solicitation	
Solicit RFQ	 July 1989
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	 9/14/89
Contract signed	 4/30/90
Preliminary design	
Community Meeting	 1/24/90
Bid documents complete	
Board authorize bidding	 (11/1/91)
Advertisement for bids	
Bids received	 1/1/92
Board award construction contract	(1/15/92)
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

Background

New Dudley Phase II represents the missing link of approximately 1,000 feet of roadway between New Dudley Street Phase I and the Washington Street Dudley Terminal Area. Federal/State funds will be the source for the acquisition, relocation, demolition, and construction of this roadway.

Status 90% Designed/Consultant Hired

An amendment to the design contract was approved by the Board on May 10, 1990. Funds will be sought through OCP. The Phase II Archaeological survey was completed and approved by the Mass Historical Commission for 106 Review. An MOA has been signed, agreeing to the impacts of project and allowing it to proceed. MDPW will file ENF for the project. Construction of New Dudley Street is dependent upon the new Dudley Square Post Office. The target date for the street work is Spring, 1992, with responsibility for the bidding and actual construction resting with the Massachusetts Department of Public Works.



Team

Lead Department	EDS
Liaison	Dave Baker
Chief Project Engineer	Bill Barbato
Consultant	Green International

Cost Estimate

Design	140,000
Total	140,000

New Dudley Street Phase II Schedule

Funding approval	June 1989
Board approval solicitation	
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	4/15/87
Contract signed	7/11/89
Preliminary design	
70% contract documents	2/15/90
Bid documents complete	9/15/90
Turn over to MDPW	(4/1/92)

Background

Parcel 18 and Kingston/Bedford are linked as development sites in the first parcel to parcel linkage project. This \$500 million development will provide economic benefits to Roxbury and Chinatown. The Parcel 18 Plaza will consist of a central plaza with fountain, brick paving with granite feature strips, trees, art work, lighting and special seating. The site work will be provided by the city to encourage development of this new office center in Roxbury.

Status **75% Designed**

The Office of Capital Planning budgeted \$2,010,000 as the total amount the city would allocate for capital improvements for this project. On June 28, 1990 the Halvorson Company was approved as the design consultant. Halvorson has proceeded with design plans for the public plaza area. The developer projects a groundbreaking in the initial phase of Ruggles Center during the first quarter of 1992. The commencement of the public improvements package will follow hand in hand the developer's pace.

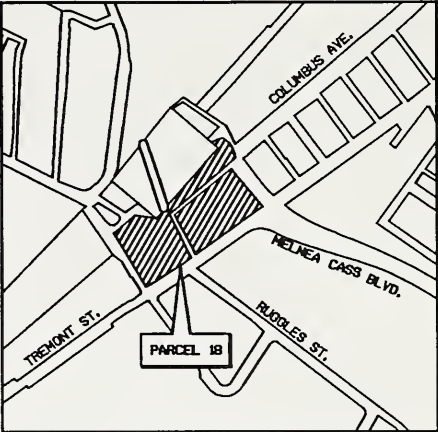
Team

Lead Department	EDS
Manager	Richard Burke
Chief Project Engineer	Bill Barbato

Cost	Billed	Estimate
Design		240,000
Construction		1,770,000
Total		2,010,000

Funding

Design	260,000
Construction	1,750,000
Total	2,010,000



Parcel 18 Plaza Schedule	
Funding approval	June 1989
Board approval solicitation	1/18/90
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	
Staff recommend consultant	
Board approve consultant	6/28/90
Contract signed	5/91
Preliminary design	9/91
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

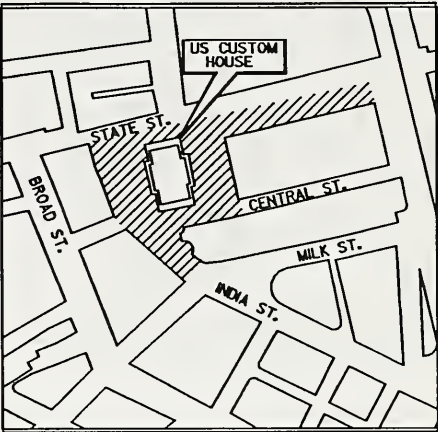
PROGRAM DEVELOPMENT

Background

Proposed site improvements are critically important to complement the restoration being undertaken of the Custom House Tower. Boston's most prominent landmark building will become a first-class hotel and restaurant. City Capital was requested to support the project as the extensive restoration required by City and State preservation agencies impose an already heavy financial burden upon the redeveloper. Work will include brick and granite paving, bollards to match those existing at the adjacent Jenney Park, and exterior stabilization of the tower.

Status Program Development

On July 28, 1990, the Beal Company was granted tentative designation for the restoration of the Custom House. The Custom House is viewed as a critical and visible element in continuing the vitality of the city's economy. Request for Qualification responses for design reviews were received by the Authority on September 12, 1991. It is our expectation that staff recommendations for designer selection will be presented to the Board in October, 1991.



Team

Lead Department	EDS
Manager	Paul Reavis
Chief Project Engineer	Jack Glassman

Cost

Design	71,000
Construction	1,699,000
Total	1,770,000

Custom House Site Improvements Schedule

Funding approval	June 1989
Board approval solicitation	4/5/90
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	9/12/91
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

Background

The work for Phase II of the Park Plaza Urban Renewal Project consists of the redevelopment of the area surrounding the Park Plaza Hotel and the Motormart Garage. Adjacent parcel 1A, the last development parcel in the area, has been designated, and the developer is working towards resolutions in the area of financing, community review and programmatic and design approvals. Final approval of those development plans will greatly impact Phase III of the Park Plaza improvements.

Status

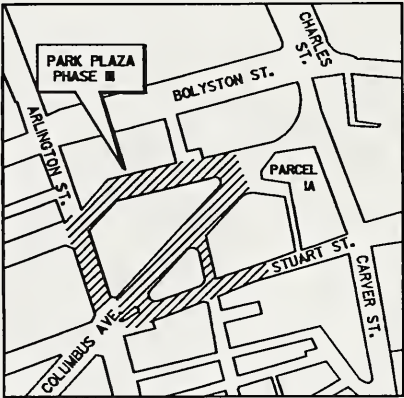
Program Development

Given the delays in the progress of the Parcel 1A/Pavilion Project, the scope of this public improvement project is undergoing reconsideration. At present, the BRA staff is studying a reduced project that will improve the streetscape adjacent to Statler Office Building along a section of Columbus Avenue.

Team

Lead Department	EDS
Chief Project Engineer	Bill Barbato
Landscape Staff	Ann Johnson

Cost	Estimate
Design	200,000
Construction	1,800,000
Total	2,000,000

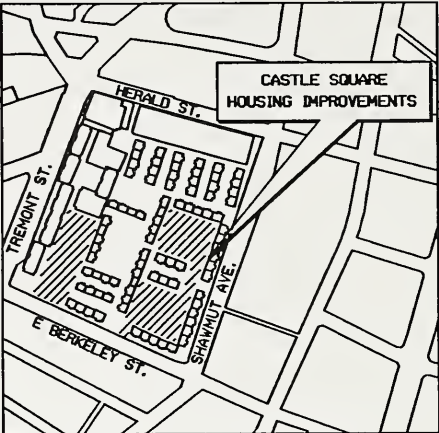


Park Plaza Phase III Schedule

Funding approval	June 1989
Board approval solicitation	4/5/90
Solicit RFQ	
Short list firms	
Issue RFP	
Receive proposals	9/12/91
Staff recommend consultant	
Board approve consultant	
Contract signed	
Preliminary design	
50% contract documents	
Bid documents complete	
Board authorize bidding	
Advertisement for bids	
Bids received	
Board award construction contract	
Pre-construction conference	
Notice to proceed	
Contract completion date	
Close out	

Background

Castle Square is a five hundred unit affordable housing development in the South End. With the project's original financing mechanism about to expire and the obvious need for major capital improvements, concerns were raised regarding the future of Castle Square as well maintained and affordable housing. The Authority was instrumental in negotiating an agreement authorizing the transfer of Castle Square to Trebbershaw Limited Partnership, whose general partners include an affiliate of the Winn Development Company and the Castle square Tenant's Organization. The BRA will use \$2,000,000 in public funds to leverage \$16,000,000 in major repairs and improvements by the new owners to the housing units and the streets, sidewalks, and surrounding public areas. Affordable housing will thus be maintained over the short run, with the long range goal of cooperative ownership of Castle Square by the tenants.



Status

Program Development

On May 31, 1990, the BRA Board of Director's authorized the transfer of Castle Square to Trebbershaw Limited Partnership. Included in the Board's action was funding through the Office of Capital Planning for repairs and improvements to Paul Place, Millicent Way, Village Court, Emerald Court, Castle Court and surrounding public areas. These repairs will be carried out by Trebbershaw, with reimbursements from the BRA upon receipt and approval of certified expense. Work is expected to commence at Castle Square in the Spring of 1992.

Schedule	
Funding approval	.
Board approval solicitation	.
Solicit RFQ	.
Short list firms	.
Issue RFP	.
Receive proposals	.
Staff recommend consultant	.
Board approve consultant	.
Contract signed	.
Preliminary design	.
50% contract documents	.
Bid documents complete	.
Board authorize bidding	.
Advertisement for bids	.
Bids received	.
Board award construction contract	.
Pre-construction conference	.
Notice to proceed	.
Contract completion date	.
Close out	.

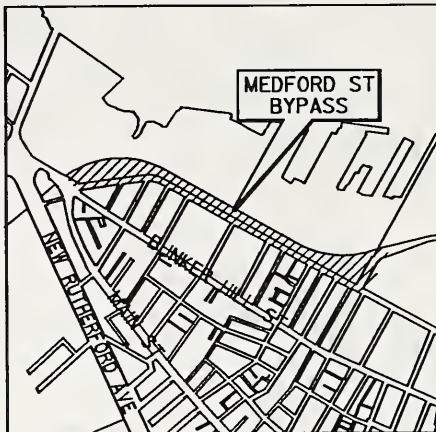
PROGRAM DEVELOPMENT (INTERGOVERNMENTAL)

Background

The BRA has proposed, as part of the Navy Yard Masterplan, the construction of a By-pass Road along an empty rail bed in Charlestown. The Medford Street "Haul Road" is planned to divert heavy traffic away from City Square and the residential center of Charlestown toward Sullivan Square and the Interstate Highway System.

Status**Schematic Design**

Bruce Campbell Associates was selected as a consultant in January of 1990 to provide a feasibility study. The contract has been expanded from its original scope, which was to determine the feasibility of such a by-pass road. With that feasibility now determined, we have shifted plans on how the bypass roadway would effect existing conditions along the railbed, the Schrafft Center and on towards the Route 93 connection. These plans have also been reviewed by the community as part of an ongoing process.

**Team**

Lead Department	EDS
Manager	Don Klabin
Chief Project Engineer	William Barbato
Consultant	Bruce Campbell Associates

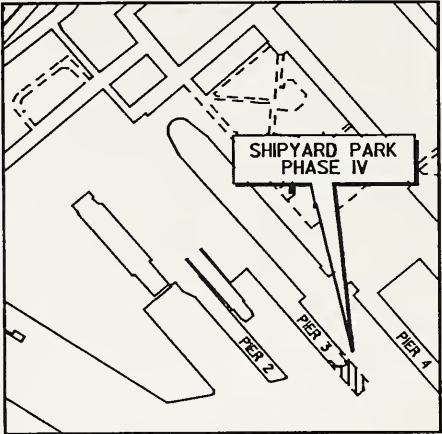
Cost	Estimate
Design	72,000
Total	72,000

Background

The Phase IV development program features the reconstruction of Pier 3 to its original length of 850 feet. Upon completion, Pier 3 will be devoted to 100% public use including public docking and the museum boats of New England Historic Seaport. The extended pier would allow for an International Port of Call for visiting Tall Ships.

Status 25% Design

Preliminary engineering estimates indicate the cost of the project to be approximately \$3,575,000. Staff is continuing with program development and identification of potential funding sources. Bryant Associates was selected as the consultant for the project. Soil borings and existing conditions are now complete and preliminary design is underway. Bryant Associates is also designing repairs for the damage done to Pier 4, with an eye towards the needed stabilization of the existing pier.



Team

Lead Department	EDS
Manager	Paul Reavis
Chief Project Engineer	Bill Barbato
Designer	David Carlson
Consultant	Bryant Associates

Cost Estimate

Design	229,000
Construction	3,587,000
Total	3,816,000

Shipyard Park Pier 3 Schedule

Funding approval	.	.	.	.	.
Board approval solicitation	.	.	.	.	10/8/87
Solicit RFQ	.	.	.	.	1/14/88
Short list firms	.	.	.	.	3/18/88
Issue RFP	.	.	.	.	10/20/88
Receive proposals	.	.	.	.	11/21/88
Staff recommend consultant	.	.	.	.	.
Board approve consultant	.	.	.	.	1/26/89
Contract signed	.	.	.	.	2/24/89
Preliminary design	.	.	.	.	(11/15/90)
50% contract documents	.	.	.	.	.
Bid documents complete	.	.	.	.	.
Board authorize bidding	.	.	.	.	.
Advertisement for bids	.	.	.	.	.
Bids received	.	.	.	.	.
Board award construction contract	.	.	.	.	.
Pre-construction conference	.	.	.	.	.
Notice to proceed	.	.	.	.	.
Contract completion date	.	.	.	.	.
Close out	.	.	.	.	.

